AUTHENTICATED
U.S. GOVERNMENT
INFORMATION
GPO

S. HRG. 114–667

NOMINATIONS OF THE 114TH CONGRESS, FIRST SESSION

HEARING

BEFORE THE

COMMITTEE ON VETERANS' AFFAIRS UNITED STATES SENATE

ONE HUNDRED FOURTEENTH CONGRESS

FIRST SESSION

May 5, September 30, and November 17, 2015

Printed for the use of the Committee on Veterans' Affairs

Available via the World Wide Web: http://www.fdsys.gov

U.S. GOVERNMENT PUBLISHING OFFICE

96–929 PDF WASHINGTON : 2017

For sale by the Superintendent of Documents, U.S. Government Publishing Office
Internet: bookstore.gpo.gov Phone: toll free (866) 512–1800; DC area (202) 512–1800
Fax: (202) 512–2104 Mail: Stop IDCC, Washington, DC 20402–0001

COMMITTEE ON VETERANS' AFFAIRS

JOHNNY ISAKSON, Georgia, *Chairman*

JERRY MORAN, Kansas
JOHN BOOZMAN, Arkansas
DEAN HELLER, Nevada
BILL CASSIDY, Louisiana
MIKE ROUNDS, South Dakota
THOM TILLIS, North Carolina
DAN SULLIVAN, Alaska

RICHARD BLUMENTHAL, Connecticut, *Ranking Member*
PATTY MURRAY, Washington
BERNARD SANDERS, (I) Vermont
SHERROD BROWN, Ohio
JON TESTER, Montana
MAZIE K. HIRONO, Hawaii
JOE MANCHIN III, West Virginia

TOM BOWMAN, *Staff Director*
JOHN KRUSE, *Democratic Staff Director*

C O N T E N T S

MAY 5, 2015

NOMINATIONS OF DAVID J. SHULKIN, M.D., TO BE UNDER SECRETARY FOR HEALTH AND LAVERNE H. COUNCIL TO BE ASSISTANT SECRETARY OF VETERANS AFFAIRS OFFICE OF INFORMATION AND TECHNOLOGY, U.S. DEPARTMENT OF VETERANS AFFAIRS

SENATORS

	Page
Isakson, Hon. Johnny, Chairman, U.S. Senator from Georgia	1
Blumenthal, Hon. Richard, Ranking Member, U.S. Senator from Connecticut	2
Rounds, Hon. Mike, U.S. Senator from South Dakota	71
Brown, Hon. Sherrod, U.S. Senator from Ohio	73
Tillis, Hon. Thom, U.S. Senator from North Carolina	75
Tester, Hon. Jon, U.S. Senator from Montana	77
Sullivan, Hon. Dan, U.S. Senator from Alaska	79
Manchin, Hon. Joe, III, U.S. Senator from West Virginia	82
Moran, Hon. Jerry, U.S. Senator from Kansas	84
Hirono, Hon. Mazie K., U.S. Senator from Hawaii	86
Cassidy, Hon. Bill, U.S. Senator from Louisiana	109

WITNESSES

Casey, Hon. Robert, Jr., U.S. Senator from Pennsylvania	3
Shulkin, David J., M.D., Nominee to be Under Secretary for Health, U.S. Department of Veterans Affairs	4
Prepared statement	6
Questionnaire for Presidential nominees	9
Letter from the Office of Government Ethics	64
Letter from the nominee to the Office of General Counsel, U.S. Department of Veterans Affairs	65
Response to posthearing questions submitted by:	
Hon. Dan Sullivan	113
Hon. Sherrod Brown	114
Council, LaVerne H., Nominee to be Assistant Secretary of Veterans Affairs for Information and Technology, U.S. Department of Veterans Affairs	88
Prepared statement	90
Questionnaire for Presidential nominees	91
Letter from the Office of Government Ethics	103
Letter from the nominee to the Office of General Counsel, U.S. Department of Veterans Affairs	104
Response to posthearing questions submitted by:	
Hon. Richard Blumenthal	115
Hon. Dan Sullivan	116
Hon. Sherrod Brown	116

Page

SEPTEMBER 30, 2015

NOMINATION OF MICHAEL H. MICHAUD, NOMINEE TO BE ASSISTANT SECRETARY OF LABOR FOR VETERANS' EMPLOYMENT AND TRAINING, U.S. DEPARTMENT OF LABOR

SENATORS

Isakson, Hon. Johnny, Chairman, U.S. Senator from Georgia 119
Blumenthal, Hon. Richard, Ranking Member, U.S. Senator from Connecticut ... 120
Rounds, Hon. Mike, U.S. Senator from South Dakota 233
Brown, Hon. Sherrod, U.S. Senator from Ohio 234
Moran, Hon. Jerry, U.S. Senator from Kansas 236
Hirono, Hon. Mazie K., U.S. Senator from Hawaii 237
Boozman, Hon. John, U.S. Senator from Arkansas 238
Manchin, Hon. Joe, III, U.S. Senator from West Virginia 239
Sullivan, Hon. Dan, U.S. Senator from Alaska 241

WITNESSES

King, Hon. Angus, U.S. Senator from Maine 121
Michaud, Michael H., Nominee to be Assistant Secretary of Labor for Veterans' Employment and Training, U.S. Department of Labor 122
Prepared statement 124
Questionnaire for Presidential nominees 126
Letters from the Office of Government Ethics 166
Letter from the nominee to the Office of General Counsel, U.S. Department of Veterans Affairs 167
Response to prehearing questions submitted by Hon. Johnny Isakson 168
Response to posthearing questions submitted by Hon. Thom Tillis 243

APPENDIX

Walz, Hon. Timothy J., Member of Congress; letter 245
Rowan, John, National President, Vietnam Veterans of America (VVA); letter .. 247

NOVEMBER 17, 2015

NOMINATION OF MICHAEL J. MISSAL TO BE INSPECTOR GENERAL, U.S. DEPARTMENT OF VETERANS AFFAIRS

SENATORS

Isakson, Hon. Johnny, Chairman, U.S. Senator from Georgia 249
Blumenthal, Hon. Richard, Ranking Member, U.S. Senator from Connecticut ... 250
Rounds, Hon. Mike, U.S. Senator from South Dakota 274
Manchin, Hon. Joe, III, U.S. Senator from West Virginia 275
Boozman, Hon. John, U.S. Senator from Arkansas 277
Tester, Hon. Jon, U.S. Senator from Montana 278
Cassidy, Hon. Bill, U.S. Senator from Louisiana 280
Brown, Hon. Sherrod, U.S. Senator from Ohio 282
Sullivan, Hon. Dan, U.S. Senator from Alaska 283

WITNESSES

Missal, Michael J., Nominee to be Inspector General, U.S. Department of Veterans Affairs 252
Prepared statement 254
Questionnaire for Presidential nominees 256
Letters from the Office of Government Ethics 266
Letter from the nominee to the Office of General Counsel, U.S. Department of Veterans Affairs 267
Response to request arising during the hearing by Hon. Mike Rounds 275
Response to posthearing questions submitted by:
Hon. Johnny Isakson 289
Hon. Dean Heller 293
Hon. Mike Rounds 294

HEARING ON PENDING NOMINATIONS

TUESDAY, MAY 5, 2015

U.S. SENATE,
COMMITTEE ON VETERANS' AFFAIRS,
Washington, DC.

The Committee met, pursuant to notice, at 2:29 p.m., in room 418, Russell Senate Office Building, Hon. Johnny Isakson, Chairman of the Committee, presiding.

Present: Senators Isakson, Moran, Boozman, Cassidy, Rounds, Tillis, Sullivan, Blumenthal, Brown, Tester, Hirono, and Manchin.

OPENING STATEMENT OF HON. JOHNNY ISAKSON, CHAIRMAN, U.S. SENATOR FROM GEORGIA

Chairman ISAKSON. This hearing of the Senate Veterans' Affairs Committee will come to order.

I would like to welcome our two nominees and witnesses for their testimony. Dr. David Shulkin to serve as VA's Under Secretary of Health and Ms. LaVerne Council to serve as VA's Assistant Secretary for Information Technology. We will make opening statements to begin with and start first with Dr. Shulkin's testimony after we are finished and after the introduction by Senator Casey.

Dr. Shulkin, you are going to be in charge of an agency that has 1,600 facilities and 300,000 employees. We have criticized Wall Street as being too big to fail. I am not sure you have the skill to manage a group of 300,000. I do not think anybody does. It is a monolithic, huge organization and it is a tremendous challenge. However, we are grateful that somebody like yourself is willing to take on that challenge. We want you to be mindful it needs to be improved to be a responsive organization to the needs of our veterans, and also the needs of this Committee.

Quite frankly, to me, I think there is an attitude within the VA health system of denial in terms of some of the problems that exist in the system. We found that out most recently in our trip to Denver, CO, where the Ranking Member and I saw a hospital that has been 13 years in the making. It is now up to $1.6 billion in cost when it was initially going to cost $348 million. Further, it does not seem that anybody has been in charge. I think we need to get the VA health system out of the business of building buildings and into the business of saving lives. So, I hope your testimony will focus on how you intend to do some of those things.

For Ms. Council, who I had the pleasure of meeting a moment ago and will be second on our panel, I would just like to say that information technology is everything in this day and time. I understand the Department of Defense has a $4 billion Request for Pro-

posal (RFP) out for somebody to come in and work with their health IT, and I understand the health IT supplier to the Veterans Administration is not one of the finalists. I am interested in finding out what you might think about the interoperability of VA health care and DOD health care in terms of information technology, because one of the biggest problems we have with our veterans, they come home from Afghanistan, they get out of Walter Reed or Fisher House or Malone House, they sever from the military, and then they go into VA health care. Then, they fall through the cracks because there is not a smooth, seamless transition for the veterans. So, how information technology can help solve that problem is something I would be interested in hearing from you.

We are proud of both of you and your nominations. We look forward to your testimony.

I will recognize Richard Blumenthal, the Ranking Member, for his comments.

OPENING STATEMENT OF HON. RICHARD BLUMENTHAL, RANKING MEMBER, U.S. SENATOR FROM CONNECTICUT

Senator BLUMENTHAL. Thanks, Mr. Chairman. Let me begin by thanking both the nominees here today for their willingness to serve and thank you to Senator Casey for being here, a staunch and very vigorous advocate of our veterans. We are all proud to serve with him in the U.S. Senate.

I do not need to tell anyone in this room, certainly neither of our nominees, that we continue to be in crisis mode management in the Department of Veterans Affairs. As the Chairman has remarked, the poster building for that crisis is in Colorado, a half-completed, vacant shell which will cost a billion dollars more than was projected. That is a billion dollars that should not come from other veterans health care. That is a principle that I will fight to uphold.

In addition to the construction delays and cost overruns, there are more than 430,000 veterans who still cannot access health care within 30 days. Even more than a year after the Phoenix debacle and the approval of the Veterans Access, Choice, and Accountability Act of 2014 by the Congress, there remain delays and inadequacies in that system of health care that I know you will help to address.

The concern I want to highlight here really relates to the fact that we have only two nominees present today. There are seven positions that require Senate confirmation occupied by officials serving in an interim or acting capacity and we only have two to fill those seven vacancies with us today. Your being here is in no way to blame. In fact, it is a good thing that the administration is moving forward with your nominations. But, we need people in positions of permanent leadership to guide and set policy for the VA and the people in those positions need to have the assurance and the permanency of Senate confirmation.

Finally, the claims backlog continues to be a problem. In fact, the Board of Veterans Appeals is chaired by an acting person, and continues to be without a Senate confirmed chairman.

Likewise, the position of Inspector General, important to accountability, remains under the leadership of an acting official. I have called for outside investigations, in part because I have

doubts about whether or not the Inspector General in the VA has the resources, the expertise, and independence to do these investigations vigorously and aggressively. I think it is important for the American people to be assured that there is accountability.

So, I welcome you here today. I want to thank you very wholeheartedly for bringing to the VA the kinds of extraordinary backgrounds that each of the nominees has and the expertise and experience that you volunteered to give the United States and for your background of service to our Nation. Thank you.

Chairman ISAKSON. Thank you, Senator Blumenthal.

I am pleased to welcome Senator Casey to the Committee for the purpose of introducing the first nominee. Senator Casey.

STATEMENT OF HON. ROBERT P. CASEY, U.S. SENATOR FROM PENNSYLVANIA, INTRODUCING DAVID J. SHULKIN, M.D.

Senator CASEY. Mr. Chairman, thank you very much. I am honored to be able to appear before you and to appear on behalf of Dr. Shulkin. I want to thank you, Chairman Isakson and Ranking Member Blumenthal for this opportunity.

I am honored to be here and also honored to introduce Dr. David Shulkin, a fellow Pennsylvanian, as the nominee for Under Secretary of Health for the Department of Veterans Affairs. Pennsylvania is home, as some here might know, to one million veterans and also numerous VA medical centers, outpatient clinics, and regional offices.

I had the opportunity recently to sit with Dr. Shulkin and to walk through some of the major concerns that I have, many of which, if not all of which, have been outlined and articulated by the Chairman and the Ranking Member. Among those, of course, are lack of reporting and accountability during—in Pittsburgh, the Legionnaires outbreak, something we had not seen on a broad-based scale in years, also, the challenges with regard to access to quality care at all VA centers and hospitals around the country. We do not have time to itemize all the challenges, but they are many, they are substantial, and they have played out in my homestate of Pennsylvania, unfortunately, as well as many other places around the country.

It is evident that we have challenges. It is also evident to me that Dr. Shulkin will bring significant experience and sterling credentials to this job, and he will, as you both indicated, need all of that experience to do this job well.

It is clear that the challenges facing the VA are enormous and there is, indeed a crisis of confidence within the VA itself, certainly within VA health care.

Just by way of his educational background, Dr. Shulkin received a B.A. from Hampshire College and an M.D. from the Medical College of Pennsylvania. He performed his internship at Yale University School of Medicine and a residency and fellowship in general medicine at the University of Pittsburgh Presbyterian Medical Center. He then finally received advanced training in outcomes research and economics as a Robert Wood Johnson Foundation Clinical Scholar at the University of Pennsylvania. I mention those not simply to reiterate his Pennsylvania ties but to highlight his academic credentials.

More recently, as the President of Morristown Medical Center, Dr. Shulkin oversaw a 658-bed facility which has received awards for excellence in care and its high quality work environment. He served in leadership positions in major health centers, including as CEO of Beth Israel Medical Center in New York and Chief Medical Officer of several Philadelphia hospitals.

With experience as president of a large and well regarded private hospital network, I believe Dr. Shulkin has the experience necessary to oversee the largest integrated health care system in the United States of America and make the needed changes to improve this system.

It is crucial that the person who fills this position is committed and passionate—passionate—about taking care of our veterans. Our veterans and their families have sacrificed greatly for our country and they deserve nothing less than the highest quality of care that they have earned. I have confidence that Dr. Shulkin will be successful and I urge his confirmation.

Thank you very much.

Chairman ISAKSON. Thank you very much, Senator Casey.

Under the rules of the Committee, the testimony of all Presidential nominees appearing before the Committee must be taken under oath. I would ask you to stand, Dr. Shulkin. Please raise your right hand.

Do you solemnly swear or affirm that the testimony you are about to give to the Senate Veterans' Affairs Committee will be the truth, the whole truth, and nothing but the truth, so help you God?

Dr. SHULKIN. I do.

Chairman ISAKSON. Thank you. Please be seated.

You are recognized for up to 5 minutes for your testimony, Dr. Shulkin.

STATEMENT OF DAVID J. SHULKIN, M.D., NOMINEE TO BE UNDER SECRETARY FOR HEALTH, U.S. DEPARTMENT OF VETERANS AFFAIRS

Dr. SHULKIN. Thank you. Chairman Isakson, Ranking Member Blumenthal, distinguished Members of the Committee on Veterans' Affairs, and to everyone who is here today that cares deeply about the health of our veterans, thank you for the opportunity and privilege to address you. I am deeply honored to come before you today to seek your endorsement as the Under Secretary of Health in the U.S. Department of Veterans Affairs.

Briefly, I am grateful that my wife, Dr. Merle Bari, is here with me today. I met her in medical school and have been married to her for 27 years. Her encouragement and support during this process and her commitment to our veterans has inspired me.

We are here with our daughter, Jennifer, who will graduate this month with a degree in Communication and Public Service from the University of Pennsylvania then will attend law school in the fall. Not able to join us today is our son, Daniel, who will graduate this month from NYU with a Master's in Public Administration.

Chairman ISAKSON. Where is Jennifer?

Dr. SHULKIN. Jennifer.

Chairman ISAKSON. She is very pretty. We are glad to have you, Jennifer.

Dr. SHULKIN. Thank you. [Laughter.]

Senator BLUMENTHAL. And your wife?

Dr. SHULKIN. My wife, Merle.

Senator BLUMENTHAL. She is very pretty, too.

Dr. SHULKIN. Thank you. [Laughter.]

She got me a lot of credit, Senators. Thank you.

Over the past few weeks, I have had the opportunity to speak to many of you, as well as countless others around the country, about their concerns for the VA health system. I appreciate both the candor of these conversations and the overwhelming support and commitment I have encountered for improving VA.

I know this past year has been extraordinary difficult for veterans and all of those who care so much about providing the type of care and services our American heroes deserve. We all agree the status quo is simply not acceptable.

I want to assure you that, if confirmed, it would be my sole mission each and every day to transform the VA health system into one that provides our veterans with the highest level of quality care. If confirmed, I pledge to work with you to restore the trust and pride in our VA health care system. I recognize the gravity of the mission before us and what is at stake if together we do not succeed in making the necessary changes and improvements.

My connection to those who have served this country is well ingrained in my fabric. I was born on an Army base in Highland Park, IL. My father, Dr. Mark Shulkin, was a captain in the U.S. Army, and as a psychiatrist cared for active military on the base. Both of my grandfathers served in the U.S. Army in World War I, and my paternal grandfather, Joseph Shulkin, served as Chief Pharmacist at the Madison, WI, VA. He very strongly believed it was our duty to give back to those who served, and I have wholeheartedly embodied this message.

My wife and I spent considerable time at numerous VA hospitals during medical school and in our residency training. Given that experience and continued engagements with VA during the course of my career, it was difficult for me to watch from the sidelines last year as the failings of the VA system continued to come to light.

I am honored that President Obama has nominated me to be part of the team that puts the pieces back together again and builds a stronger and more capable system to serve our veterans.

I was trained as an internal medicine physician and a researcher in health outcomes. My career has focused on managing large health care systems and improving quality, patient safety, and integrating systems of care. Although I have spent much of my time in management and administration, my core identity has remained as a physician and caregiver. I have focused on helping patients and their families obtain better quality care, improving the access and scheduling of patient appointments, and working to facilitate the transparency of outcomes.

I have led a number of complex health care organizations, including a large inner-city hospital, and I have worked in some of the country's best academic health care systems and medical schools. I have worn the hat of entrepreneur, clinician, author, teacher, and researcher.

I have learned there are no shortcuts to achieving great results. Success requires creating a vision, setting high standards, engaging the workforce, focusing on implementation, ensuring open and regular communication, and holding ourselves accountable.

During these past 25 years, I have learned a great deal about how to help complex organizations achieve excellence, and I believe this experience will serve me in working with Secretary McDonald and each of you to guide the transformation of the VA system.

The VA needs change. The VA needs more doctors, more nurses, and greater efficiency from its current systems. It needs to advance its culture of accountability and eliminate those from the system that have lost their commitment for doing what is right for our veterans. Progress is being made, but there is still much work to be done.

While recognizing the extraordinary work that occurs in the VA every day, the time has come to create the VA system of the future, a system that has superior access and the highest standards for quality and quality of caring. I have spent time with Secretary McDonald and his team and have seen his passion and vision for doing what it will take to make these changes.

I seek the position of Under Secretary of Health because I believe it is my duty to utilize my experience and my expertise to find a solution for the best health care possible for our veterans. With the support of Members of this Committee and others in Congress, Veterans Service Organizations, the dedicated employees at VA, and the American people, together, we can make the VA the finest health care system in the country.

There is no more noble mission and it will be my distinct honor and privilege to be at the forefront of this effort. Our veterans deserve the very best, and with your support, I am confident that we will succeed in our mission.

Thank you. I look forward to answering any questions.

[The prepared statement of Dr. Shulkin follows:]

PREPARED STATEMENT OF DAVID J. SHULKIN, M.D., NOMINEE TO BE UNDER SECRETARY OF HEALTH, U.S. DEPARTMENT OF VETERANS AFFAIRS

Chairman Isakson, Ranking Member Blumenthal, Distinguished Members of the Committee on Veterans' Affairs, and to everyone who is here today that cares deeply about the health of our Veterans, thank you for the opportunity and privilege to address you. I am deeply honored to come before you today to seek your endorsement to become the Undersecretary for Health in the United States Department of Veterans Affairs.

I'm grateful that several members of my family are with me today. First, my wife, Dr. Merle Bari, who I met in medical school and have been married to for 27 years. Her encouragement and support during this process and her commitment to our Veterans have inspired me. We are here with our daughter Jennifer, who will graduate next month from the University of Pennsylvania and will be attending law school in the Fall. My parents are also here with us today. My dad, Dr. Mark Shulkin is a psychiatrist who served as a Captain in the United States Army and my mother Sunny Shulkin, a psychotherapist. Both of my parents inspired me not only to pursue a career in medicine, but to always put the patient first. Not able to join us today is our son, Daniel, who will graduate next month from NYU where he will receive a Masters in Public Administration.

Over the past few weeks I have had the opportunity to speak to many of you, and heard from many others around the country about their concerns for the VA health system. I appreciate both the candor of these conversations and the overwhelming support and commitment I have felt from so many about improving the VA Health System. I know these past several months have been extraordinarily difficult for Veterans and all of those who care so much about providing the type of care and

services our American heroes deserve. I hear the disappointment and frustration that so many feel about the VA. We all agree: The status quo is simply not acceptable. I want to assure you, that if confirmed, It will be my sole mission and focus each and every day to ensure that we rebuild the VA health system to be one that provides our Veterans with the highest level of quality care. If confirmed, I pledge to work with you to restore trust and pride in our VA health care system. I also want to ensure you that I recognize the gravity of the mission before us and what is at stake, if together we do not succeed in making the necessary changes and improvements.

My connection to those that have served this country is well engrained in my fabric. I was born on an Army base in Highland Park Ill. My father cared for active military on the base and throughout my life has sensitized me to the psychological and medical needs of those who served our country. Both of my grandfathers served in the US Army in World War I and my paternal grandfather, Joseph Shulkin, served as Chief pharmacist at the Madison Wisconsin VA. He would regularly share with us that it was all of our duties to give back to those who served our country. My wife and I both spent considerable time in numerous VA Hospitals during both medical school and in our residency training. I am indebted to the dedicated health professionals at the Philadelphia VAMC, the West Haven VAMC and the Pittsburgh VAMC who contributed to my training and learning. Given that experience, and continued engagements with VA during the course of my career, it was difficult for me to have watched from the sidelines last year, as the failings of the system came to light. I am honored that President Obama has nominated me to be part of the team that puts the pieces back together again and builds a much stronger and more capable system to serve our Veterans.

I was trained as an internal medicine physician and a researcher in health policy and the assessment of clinical outcomes. .My career has focused on managing large health systems and improving quality, patient safety, and integrated systems of care. Although I have spent much of my time in management and administration, my core identity has remained as a physician and caregiver. My focus remains on providing patients and their families with quality care by accountable organizations. Over my career I have developed systems that helped people choose better quality doctors and hospitals, enhanced reporting and learning from patient safety incidents, improved access and scheduling patient appointments, and facilitated the transparency of outcomes. I have also launched and run an accountable care organization and a physician organization that have worked tirelessly to identify and eliminate gaps in care and have demonstrated real improvements in quality. If confirmed, I look forward to bringing this experience, and my priorities and focus to support the VA system.

Over the past 25 years, I have led a number of complex health care organizations, including a large inner city hospital and some of the country's best academic healthcare systems and medical schools. I've worked as an entrepreneur, clinician, author, teacher, and researcher. In my current capacity as President of Morristown Medical Center, a large tertiary care hospital in Northern New Jersey that is part of the Atlantic Health System, I have provided leadership during a period of great transformation. Over the last five years, we have been recognized by Inside New Jersey and Castle Connelly as the "Best Overall" hospital in the state in almost all clinical categories. We've been identified as the safest hospital in the state by Consumer Reports, selected by Fortune Magazine as one of the best places to work in America, and named by US News and World Report as having five specialties in the top 50 in the country. All of this occurred during a time that we have improved both our clinical outcomes, our patient satisfaction scores and our financial strength.

While leading this institution, I have learned there are no shortcuts to achieving great results. It requires creating a vision, setting high standards, engaging the workforce, focusing on implementation, ensuring open and regular communication, and holding people accountable. During these past 25 years I have learned a great deal about how to help complex organizations achieve excellence and I believe this experience will serve me well in working with Secretary McDonald and each of you to guide in the transformation of the VA system.

The VA needs change. The VA needs more doctors, more nurses, and greater efficiency from its current systems. It needs to advance its culture of accountability and eliminate those from the system that have lost their commitment to doing what is right for our Veterans. While progress is being made, there is much more work still to be done, while recognizing the extraordinary work that occurs in the VA every day, the time has come to create the VA System of the future. A system that has superior access and the highest standards for quality of care and the quality of caring. I have spent time with Secretary McDonald and his team and have seen his passion and vision for doing what it will take to make these changes. The Blue

Print for Excellence to improve VA is a well thought out and comprehensive plan. The Choice Plan and the ability to offer seamless care between VA and the DOD and care in the private sector are also critical and efforts I would fully support. It would be my intent, if confirmed, to ensure that these strategies and initiatives are implemented.

The Undersecretary of VHA is a significant position with significant opportunities. The most important reason I seek this position is my duty to do whatever I can to provide the best healthcare possible to our Veterans. The VA also offers the potential to impact the training and education of countless future physicians, and to bring new research discovery and practice changes that will impact all Americans. We have the opportunity to end homelessness and prevent suffering and suicides for countless of brave Veterans. This is clearly the most exciting time in healthcare that I've experienced in my career. The innovations of today and tomorrow, new technology, and human creativity will allow us to dramatically change the way we deliver healthcare and improve our results.

With the support of the Members of this Committee and others in Congress, the Veterans Service Organizations, the dedicated employees at the VA, and the American people, together we can make VA the finest healthcare system in the country. There is no more noble mission and it would be my distinct honor and privilege to be part of this effort. Our veterans deserve the very best, and with your support, I am confident we will succeed.

Thank you and I look forward to your questions.

[The Committee questionnaire for Presidential nominees follows:]

PART I: ALL OF THE INFORMATION IN THIS PART WILL BE MADE PUBLIC

1. Basic Biographical Information

Please provide the following information.

Position to Which You Have Been Nominated	
Name of Position	**Date of Nomination**
Under Secretary for Health, Veterans Affairs	March 19, 2015

Current Legal Name			
First Name	**Middle Name**	**Last Name**	**Suffix**
David	Jonathon	Shulkin	

Addresses					
Residential Address (do not include street address)			**Office Address** (include street address)		
[redacted]			Street: 100 Madison Ave		
City: Gladwyne	State: PA	Zip: 19035	City: Morristown	State: NJ	Zip 07962:

Other Names Used						
First Name	**Middle Name**	**Last Name**	**Suffix**	Check if Maiden Name	**Name Used From** (Month/Year) (Check box if estimate)	**Name Used To** (Month/Year) (Check box if estimate)
					Est ☐	Est ☐
					Est ☐	Est ☐

Birth Year and Place	
Year of Birth (Do not include month and day)	**Place of Birth**
1959	Highland Park, IL

Marital Status

Check All That Describe Your Current Situation:

Never Married	Married	Separated	Annulled	Divorced	Widowed
☐	XX	☐	☐	☐	☐

Spouse's Name (current spouse only)

Spouse's First Name	Spouse's Middle Name	Spouse's Last Name	Spouse's Suffix
Merle	Mindy	Shulkin	

Spouse's Other Names Used (current spouse only)

First Name	Middle Name	Last Name	Suffix	Check if Maiden Name	Name Used From (Month/Year) (Check box if estimate)	Name Used To (Month/Year) (Check box if estimate)
Merle	Mindy	Bari			1960 Est ☐	Present Est ☐
					Est ☐	Est ☐

Children's Names (if over 18)

First Name	Middle Name	Last Name	Suffix
Daniel	**Bari**	**Shulkin**	
Jennifer	**Laurie**	**Shulkin**	

2. Education

List all post-secondary schools attended.

Name of School	Type of School (vocational/technical/trade school, college/university/military college, correspondence/distance/extension/online school)	Date Began School (month/year) (check box if estimate)	Date Ended School (month/year) (check box if estimate) (check "present" box if still in school)	Degree	Date Awarded
Hampshire College	College	Est September 1977 ☐	Est Present January 1981 ☐ ☐	BA	January 1981
Medical College of Pennsylvania (Now Drexel School of Medicine)	Medical School	Est September 1982	Est Present May 1986 ☐ ☐	MD	June 1986
Yale University School of Medicine	First Year Residency	Est July 1986 ☐	Est Present June 1987 ☐ ☐		
University of Pittsburgh, Presbyterian Medical Center	Internal Medicine Residency (years 2 and 3)	July 1987 ☐	June 1989 Est Present ☐ ☐		
University of Pittsburgh General Medicine Fellowship	General Medicine Fellowship	July 1989	June 1990		
Robert Wood Johnson Foundation Clinical Scholar University of Pennsylvania	Fellowship	July 1990	December 1991		

Employment

(A) List all of your employment activities, including unemployment and self-employment. If the employment activity was military duty, list separate employment activity periods to show each change of military duty station. Do not list employment before your 18th birthday unless to provide a minimum of two years of employment history.

Type of Employment (Active Military Duty Station, National Guard/Reserve, USPHS Commissioned Corps, Other federal employment, State Government (Non-federal Employment), Self-employment, Unemployment, Federal Contractor, Non-Government Employment (excluding self-employment), Other	**Name of Your Employer/ Assigned Duty Station**	**Most Recent Position Title/Rank**	**Location** (City and State only)	**Date Employment Began** (month/year) (check box if estimate)	**Date Employment Ended** (month/year) (check box if estimate) (check "present" box if still employed)
Private- Non Government	Morristown Medical Center	President Morristown Medical Center, President Atlantic Accountable Care Organization, Vice President Atlantic Health System	Morristown, NJ	Jan 2010 Est ☐	Est ☐ Present XX
Private- Non Government	Kennedy Health System	Consulting Role- Interim Chief Medical Officer	Voorhees, NJ	April 2009 EsA X	Jan 2010 Est ☐
Private –Non Government	Beth Israel Medical Center	President and CEO	New York, NY	July 2005 Est ☐	April 2009 Est ☐
Private-Non Government	Temple University Hospital	Chief Medical Officer	Philadelphia, PA	March 2004 Est X	July 2005 Est ☐
Private- Non Government	Drexel University School of Medicine	Chief Quality Officer	Philadelphia, PA	July 2002 Est X	March 2004 Est X
Private- Non Government	DoctorQuality, Inc.	Chairman and CEO	Conshohocken PA	Nov 1999 Est X	July 2002 Est X
Private- Non Government	University of Pennsylvania	Chief Medical Officer/Chief Quality	Philadelphia, PA	Jan 1992	Nov 1999 Est X

(B) List any advisory, consultative, honorary or other part-time service or positions with federal, state, or local governments, not listed elsewhere.

Name of Government Entity	**Name of Position**	**Date Service Began** (month/year) (check box if estimate)	**Date Service Ended** (month/year) (check box if estimate) (check "present" box if still serving)
Institute of Medicine	Advisory Committee Member (Committee to Advise HCFA Administrator on Peer Review Evaluation Plan)	1993 Est XX ☐	1994 Est XX
Center for Medicare and Medicaid Services	Advisory Committee Member (Committee on Quality)	2004 Est XX	2004 Est XX
Agency for Healthcare Research and Quality	External Advisory Board Member- University of Rochester- Safety in Neurologic Event Surveillance	2004 Est XX	2004 Est XX

3. Honors and Awards

List all scholarships, fellowships, honorary degrees, civilian service citations, military medals, academic or professional honors, honorary society memberships and any other special recognition for outstanding service or achievement.

1. O. Eugene Baum Memorial Prize for Scholastic Excellence, Medical College of Pennsylvania- 1986
2. Medical Journalism Award, awarded by Sandoz Pharmaceuticals for the Physicians for Research in Cost-Effectiveness (PRICE) Newsletter excellence in design and editorial content- 1989
3. AMA/Burroughs Welcome Leadership Award for Community Services- 1988-1989
4. Top Philadelphians Under 40- Philadelphia Business Journal – 1994
5. Healthcare Hero's Award- Philadelphia Business Journal Awarded for Accomplishments in the Philadelphia Healthcare Community- 1994
6. 100 People to Watch- Business Philadelphia- 1994
7. Quality Recognition Award- Philadelphia Chamber of Commerce – Awarded for Quality Improvement Efforts- 1995
8. Quality Recognition Award- Philadelphia Chamber of Commerce- Awarded for Quality Improvement Efforts- 1996
9. PACE/Delaware Valley Quality Recognition Award- 1997
10. Up and Comers Healthcare Leaders for the Next Century- Modern Healthcare- 1997
11. Fellow- American College of Physicians- 1998
12. Alfred Stengel Health System Champion Award, University of Pennsylvania Health

13. Alpha Omega Alpha Honorary Society (Lifetime)- 1998
14. What Works Award (for Disease Management)- Health Technology Magazine- 1998
15. International Emerging Leaders Award- Healthcare Forum/Korn Ferry- 1998
16. Innovation Leadership Award- Temple University Health System- 2005
17. Medical Humanitarian Leadership Award- Bikur Cholim- New York NY- 2006
18. Modern Healthcare, - Up and Comers-Ten Years Later- Star of the Class- 2007
19. Community Services Award- United Jewish Services Lower East Side NY 2007
20. 100 Most Powerful People in Healthcare in America- Modern Healthcare- 2008
21. Latino Health Community Services Award- NY, NY 2008
22. Fifty Most Powerful Physician Executives- Modern Healthcare- 2008, 2009, 2011
23. Rosef Joseph Community Medical Award- Council of Jewish Organizations, NY,NY 2009
24. Top Physician Leaders of Hospitals, Annual listing, The Health Review- 2009
25. Top Physician Leaders of Hospitals and Health Systems – Becker's Hospital Review- 2012-2103
26. Maimonides Humanitarian Award- New Jersey Health Professionals Division Israel Bonds- 2013
27. Power Top 50 in Healthcare- New Jersey Biz- 2014
28. 100 Physician Leaders in Healthcare- Becker's Hospital Review- 2014

4. Memberships

List all memberships that you have held in professional, social, business, fraternal, scholarly, civic, or charitable organizations in the last ten years.

Unless relevant to your nomination, you do NOT need to include memberships in charitable organizations available to the public as a result of a tax deductible donation of $1,000 or less, Parent-Teacher Associations or other organizations connected to schools attended by your children, athletic clubs or teams, automobile support organizations (such as AAA), discounts clubs (such as Groupon or Sam's Club), or affinity memberships/consumer clubs (such as frequent flyer memberships).

Name of Organization	Dates of Your Membership (You may approximate)	Position(s) Held
American Medical Association	1988 – 1990, Resident Member 2010 – Present, Member	Chair Resident Physicians Section of Pennsylvania Medical Society and AMA Member
American College of Physicians	1997– Present, Member 1998 – Present, Fellow	Fellow and Member
New Jersey Council of Teaching Hospitals	2013 – Present	Chair of the Board
Morris County Business Chamber	2012 – Present	Executive Cabinet Member
American Hospital Association	2009 – 2014	Regional Policy Committee Member
NY Academy of Medicine	2008 – 2010	Member
Northeast Business Group on Health	2008 – 2010 and 2013 – March 2015	Member
Patient Safety Officer Society	2002 – 2009	President
Union Square Partnership	2005 – 2006	Board Member
Vistage CEO Group	2007 – Present	Member

5. Political Activity

(A) Have you ever been a candidate for or been elected or appointed to a political office?
No.

Name of Office	Elected/Appointed/ Candidate Only	Year(s) Election Held or Appointment Made	Term of Service (if applicable)

(B) List any offices held in or services rendered to a political party or election committee during the last ten years that you have not listed elsewhere.
None.

Name of Party/Election Committee	Office/Services Rendered	Responsibilities	Dates of Service

(C) Itemize all individual political contributions of $200 or more that you have made in the past five years to any individual, campaign organization, political party, political action committee, or similar entity. Please list each individual contribution and not the total amount contributed to the person or entity during the year.

Name of Recipient	Amount	Year of Contribution
Menendez for Senate	$1000	2012
Pallone for Congress	$250	2014
Assemblyman Singer of NJ	$300	2014

6. Publications

List the titles, publishers and dates of books, articles, reports or other published materials that you have written, including articles published on the Internet.

Title	Publisher	Date(s) of Publication
Shulkin D, Zuckerman B. Spectrofluorometric analysis of the effect of centrophenoxine on Lipofuscin accumulations in the Nematode, Caenorhabditis elegans.	Journal of the American Aging Association	1982;19:181
Shulkin D, Tripoli, L, Abell, T. Lues Maligna in a patient with Human Immunodeficiency Virus Infection	American Journal of Medicine	1988;85:425
Shulkin D, Levey J. Thyrotoxic periodic paralysis in a patient taking Acetazolamide.	The American Journal of Medical Sciences	1989;297:5;337
Bari M, Shulkin D. Precocious Ulcerative Syphilis and Human Immunodeficiency Virus Infection.	Journal of the American Academy of Dermatology	1898;21(6):1310
Shulkin D, Escarce J, Enarson C, Eisenberg J. The Impact of the Medicare fee schedule on An academic department of medicine.	Journal of the American Medical Association	1991;266:3000-3003
Rosenstein A, Shulkin D. Medical staff cooperation in controlling health care costs: the pros and cons of influencing physician behavior.	Health Care Strategic Management	1991;6:14-16
Shulkin D, Eisenberg J. Physician payment reform: what are the prospects for internal medicine.	Annals of Internal Medicine	1991;115:493-494
Shulkin D, Fox K, Stadtmover E. Guidelines for Prophylactic platelet Transfusions: Need for a concurrent outcomes management System.	Quality Review Bulletin	1992;18:477-479
Shulkin D, Kronhaus A, Nash D. Management training of physicians: the privately financed fellowship.	Academic Medicine	1992;67:266-70
Nash D, Shulkin D. The impact of managed care formularies on the cost and quality of care: a survey of physician attitudes.	Journal of Research in Pharmaceutical Economics	1992;4(2):31-42
Shulkin D, Kinosian B, Blick H, Daly J, Eisenberg J. The economic impact of infections: an analysis of hospital costs and charges in surgical oncology patients.	Archives of Surgery	1993;128:449-452
Shulkin D, Lieberman J, Morganroth J, Schwartz J.S. Use of claims data for determining the appropriateness of	American Journal of Cardiology	1993;71:749-750

ambulatory cardiac monitoring.		
Shulkin D, Kinosian B, Glick H, Puschett C, Daly J, Sirio C. Explaining cost variations in clinical trials using severity of illness measures.	Clinical Performance and High Quality Healthcare	1993;1(3):134-137
Shulkin D, Rennie D, Goin J. Patterns of authorship among chairman of medicine	Academic Medicine	1993;68(9):688-692
Shulkin D, Otten J. The patient focus walk-through assessment tool: an instrument to supplement patient satisfaction data.	American Journal of Medical Quality	1993;8(2)68-71
Shulkin D, Hillman A, Cooper W. Reasons for rising administrative costs.	Annals of Internal Medicine	1993;119:74-78
Shulkin D. The July phenomenon revisited: Are hospital complication Associated with new housestaff?	American Journal of Medical Quality	1995;10(1):14-17
Shulkin D, Brennan PJ. The cost of caring for patients with Tuberculosis.	Journal of Infection Control	1995;23(1):1-4
Black F, Weiss K, Erban S, Shulkin D. Innovations in patient care; Changing clinical practice and improving quality.	The Journal of Quality Improvement	1995;21(8):376-393
Shulkin D, Brailer D. Using quality indicators to develop an automated measure of adverse events	International Journal Technology Management- Special Publication on the Role of Management of Technology in Clinical and Administrative Healthcare Delivery	1995;32-37.
Shulkin D, Ratko, T, Matuszewski, K. Model guidelines for the pre-Operative evaluation of patients Undergoing elective surgery.	Journal of Clinical Outcomes Management	1996;(3):39-48
Shulkin D, Hillman A. et al. Care for the homeless: a practical solution To an academic problem	Journal of Health and Social Policy	1996;7(4):1-9
Shulkin D, Harris M. Coordinating initiatives in critical pathways and information system	Quality Management in Health Care	1996:4(2):37-41
Shulkin D, Ferniany W. The Effect of developing Patient Compediums for Pathways on Patient Satisfaction.	American Journal of Medical Quality	1996:11(1):43-45
Shulkin, D.J. Quality Management in an Academic Integrated Delivery System: the Case of the University of Pennsylvania Health System.	International Journal for Quality in Health Care	1997;9(3):171-176.
Bernard, D.B., Shulkin, D.J. The media versus managed health care: Are we seeing a full court press?.	Archives of Internal Medicine	1998;158:2109-2111

Shulkin D. Why Quality Improvement Efforts Fail and What You can Do About it.	American Journal of Medical Quality	2000:15(2):49-53
Vjota, D, Maskantani, S, Shulkin, D. The Health Partners Payer-Provider Model Creating Accountability for Implementing Best-Practices (Disease Management)	American Journal of Managed Care	2000:1:13-15
King ES, Moyer DV, Courturie MJ, Gaughan JP, Shulkin D. Getting Doctors to Report Errors: The DISCLOSE Study.	Joint Commission Journal of Quality and Patient Safety	2006:17(6):291-300
King ES, Moyer DV, Courturie MJ, Gaughan JP, Shulkin D. Getting Doctors to Report Errors: The DISCLOSE Study.	Journal of Hospital Medicine	2006;1(5):296-305
Shulkin, DJ. Using a Market Model to Track Advances in Patient Safety. Joint	Joint Commission Journal of Quality and Safety	2003:29(3):146-151
Shulkin, DJ. Like Night and Day- Shedding Light on Off-Hours Care.	New England Journal of Medicine	2008:358:2091-2093
Shulkin DJ. Safety Assessing Hospital Safety on Nights and Weekends: The SWAN Tool- Journal of Patient Safety-	Journal of Patient Safety	2009 5(2):75-78
Leitman, IM, Levin R, Sivarprasad, L, Saralakulasingam CJ, Bernard DS, Friedmann P, and Shulkin DJ. Quality and Financial Outeomes from Gainsharing for Inpatient Admissions: A Three Year Experience.	Journal of Hospital Medicine	2010(59):501-507
Shulkin DJ, Jewell KE, Alexandrov A,W, et al. Impact of Systems of Care and Blood Pressure Management on Stroke Outcomes	Journal of Population Health Management	2011;14(6):267-75
Mashchak-Carey B, Schutta MH, Schwartz S, Joshi M, Shulkin D.,Bernard D. Successful Implementation of a Comprehensive Diabetes Disease Management Program in an Academic Health System.	Disease Management	1999;2(1-2):43-50.
Nash D, Shulkin D, Comite F, Loepkee R, Van Cleave B, Kane B, Christianson J, Pousma D. Measurement of the Impact of Winoma Health Online. Disease Management 2001, 4(1):15-18	Disease Management	2001;4(1):15-18
Shulkin D Using a Market Model to track Advances in Patient Safety	Journal of Quality and Safety	2003;29(3):146-51
Shulkin D. PRIDE in Accountable Care	Journal of Population Health Management	2011;14:211-14.

Shulkin D. Building an Accountable Care Organization for All the Wrong Reasons.	Mayo Clinic Proceedings	2012;87(8):721-722.
Shulkin D. Reinventing the Pharmacy and Therapeutics Committee.	Pharmacy and Therapeutics	2012:37(11):623-649
Shulkin D, et al. Eliminating Visiting Hour Restrictions in Hospitals	Journal of Healthcare Quality	2014;36(6):54-57
Shulkin DB, Shulkin MW, Shulkin DJ. A story of three generations in Healthcare.	Virtual Mentor	2013:July 1, 15(7):611-614
Shulkin, DJ. The Role of Allergists in ACO's.	Annals of Allergy and Immunology	July 15, 2013
Additional publications, editorials, monographs and books please see Attachment A		

7. Public Statements

(A) List any testimony, official statements or other communications relating to matters of public policy that you have issued or provided or that others presented on your behalf to public bodies or officials.

2004 Pennsylvania State Senate Committee on Health, Medical Error Reduction, Harrisburg, PA

(B) List any speeches or talks delivered by you, including commencement speeches, remarks, lectures, panel discussions, conferences, political speeches, and question-and-answer sessions. Include the dates and places where such speeches or talks were given.

See Attachment B

(C) List all interviews you have given to newspapers, magazines or other publications, and radio or television stations (including the dates of such interviews).

See Attachment C

9. Agreements or Arrangements

XX☐ See OGE Form 278. (If, for your nomination, you have completed an OGE Form 278 Executive Branch Personnel Public Financial Disclosure Report, you may check the box here to complete this section and then proceed to the next section.)

As of the date of filing your OGE Form 278, report your agreements or arrangements for: (1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment.

Provide information regarding any agreements or arrangements you have concerning (1) future employment; (2) a leave of absence during your period of Government service; (3) continuation of payments by a former employer other than the United States Government; and (4) continuing participation in an employee welfare or benefit plan maintained by a former employer other than United States Government retirement benefits.

Status and Terms of Any Agreement or Arrangement	Parties	Date (month/year)

None		

10. Lobbying

In the past ten years, have you registered as a lobbyist? If so, please indicate the state, federal, or local bodies with which you have registered (e.g., House, Senate, California Secretary of State).

None

11. Testifying Before the Congress

(A) Do you agree to appear and testify before any duly constituted committee of the Congress upon the request of such Committee? Yes

(B) Do you agree to provide such information as is requested by such a committee? Yes

[Attachments A, B, & C follow:]

David Shulkin, M.D.

Attachment A- Additional Publications

1. Shulkin D. From resident to patient. Resident and Staff Physician 1988; 34:10-15.

2. Shulkin D. Variation in medical care: Cookbook medicine for the 90's? Forum in Internal Medicine 1989;2:2-5.

3 Shulkin D. The high cost of health care: a model of over-regulation Bulletin of the Delaware County Medical Society 1990;101(70):10:17-22.

4. Shulkin D. Cost controversies: a patient with syncope. Hospital Physician 1990;26(4):51-59.

5. Shulkin D, Hollander N. The Cost of AIDS: Who will pay? Pennsylvania Medicine 1990;93(11):34-35.

6. Shulkin D. What you should know about peer review organizations. Resident and Staff Physician 1990;36(10):113-114.

7. Bari M, Shulkin D. The pregnant resident. Resident and Staff Physician 1990;36(10):101-104.

8. Shulkin D. What to do with abnormal labs when the patient feels fine. Hospital Practice 1990;July 15 25(7):85-89.

9. Shulkin D, Cooper W. Can we monitor the monitors of medical costs? Pennsylvania Medicine 1990;93(5):28-29.

10. Shulkin D. Cost controversies: management of the solitary thyroid nodule. Hospital Physician 1990;26(2):320.

11. Shulkin D, Hollander N. AIDS: who will pay? Special Report: Bulletin of the Allegheny County Medical Society 1990;10:73.

12. Shulkin D. Moonlighting: your first job. Resident and Staff Physician 1990; 36(7):71-72.

13. Shulkin D. Has drug treatment for growing older come of age? Bulletin of the Delaware County Medical Society; 1990.

14. Shulkin D. Cost controversies: Dyspepsia. Hospital Physician; 1990.

15. Shulkin D. Low Back Pain. Cost-Controversies. Hospital Physician; 1990;26(10):34-39.

16. Shulkin D. Rising medical costs: are doctors responding appropriately? Medical Interface; 1990;3:6:12-40.

17. Shulkin D. Cost controversies: the solitary pulmonary nodule. Hospital Physician 1990;26(8):29-40.

18. Shulkin D. A physician effort to decrease medical costs: one year assessment. Medical Economics 1991;68:125-134.

19. Connor DB, Shulkin D. Measles: an increasing occupational risk to physicians -in-training. JAMA; 1991;266:220.

20 Shulkin D, Williams I, Cooper W. The cost of monitoring medical care in Pennsylvania. Pennsylvania Medicine 1991;94(9):14-18.

21. Shulkin D. Cost controversies: a man with new onset seizures. Hospital Physician 1991;27:46-51.

22. Shulkin D. Cost controversies: a patient with obstructive jaundice. Hospital Physician 1991;27:25-34.

23. Shulkin D. Cost controversies: a patient with chest pain. Hospital Physician 1991;27:31-37.

24. Shulkin D (ed.). Cost controversies: intensive care for metastatic breast cancer in the intensive care unit. Hospital Physician 1992;28:8.

25. Shulkin D. Resident physician knowledge of generic substitution policies. Pennsylvania Medicine 1992;95(1):26.

26. Shulkin D, Ron A. Cost controversies: infection following elective cholecystectomy. using the techniques of quality improvement to lower costs. Hospital Physician 1992;28:11:41-42.

27. Shulkin D. (ed.), Schuster J., Sooho A.: Cost Controversies: An Emergency Room Patient with Acute Psychosis. Hospital Physician 1992; 28(11): 37-39.

28. Shulkin D, Giardino A, Freenock T, Hendrickson D, Pandelidus A. Generic Versus brand name drug prescribing by resident physicians in Pennsylvania. Am J Hosp Pharm 1992;49:625-626.

29. Shulkin D, Rosenstein A. Promoting cost-effective physician behavior. J Healthcare Financial Management Assoc 1993; 7:48-54.

30. Shulkin D. The rising cost of pharmaceuticals: A physician's perspective. AJHP 1993;50(suppl 4):S8-10, 58-60.

31.. Shulkin D. (ed.) The preoperative laboratory evaluation. Hospital Physician, July 1993, 36-42.

32. Shulkin D. (ed.) Cost controversies: a patient with respiratory failure. Hospital Physician 1993;29(12):16-26.

33. Rosenstein AH, Shulkin D. Changing Physician Behavior is tool to reduce healthcare costs. Healthcare Strateg Manage 1991; 9(9): 14-6.

34. Shulkin DJ Our army of doctors is waging war on health costs. Med Econ 1991 June 3; 68(11):125-30, 133.

35. Shulkin DJ, Fink PJ. Establishing Criteria for evaluating health system reform proposals PA Medicine 1993 96(6)32-34.

36. Shulkin D. Pharmacoeconomic factors involving the treatment of acute hypertension. Hospital Formulary 1994;29:15-20.

37. Shulkin D. (ed.) Cost controversies: evaluation and treatment of urinary incontinence in an elderly woman. Hospital Physician, August 1994; 44-52.

38. Shulkin D. (ed.) Cost controversies: treatment of a patient with osteomyelitis. Hospital Physician 1995; 31(1):40-42.

39. Shulkin D. Enhancing the role of physicians in the cost-effective use of pharmaceuticals. Hosp Formul 1994 29(4):262-6, 273.

40. Shulkin D, Schwartz S, Panzer R. Improving quality in medicine: will the health care profession be allowed to lead the way? Journal of Clinical Outcomes Management 1995;2(3):45-48.

41. Shulkin D., McGourty M., Bourret J.: The Impact of Gaining Physician Cooperation in Pharmacy Efforts to Control Drug Expenditures in a Hospital. Medical Interface; 1995;8:85-87,90.

42. McGourty ME, Shulkin DJ Hospital Administrative Costs in the US. Pharmacoeconomics 1995 7(1):91-2.

43. Shulkin D. Rating CMO Performance: The Chief Medical Officer Assessment Guide. Modern Physician 1999;April: 56-77.

44. Shulkin D. Understanding the Economics of Succeeding in Disease Management. Managed Care Interface 1999;12(4):98-104.

44. Vjota, D, Shulkin, D. Disease Management Delegation by Managed Care Organizations. Disease Management , 2001.

45. Shulkin DJ Reduce stress with a leisurely lunch. Postgrad Med 1989 85 (1):35.

Other Publications:

1. Shulkin D. Prevention and management of HIV contaminated needle sticks.JAMA 1991;265:1262.

2 Shulkin DJ. New Group seeks members. PA Med 1989 92(9):53.

2. Shulkin D, Weingarten S. SGIM members in hospital administration - a beginning role for the academic internist. SGIM Newsletter 1993; 16(10):1-4.

3. Shulkin D (ed.) Urology board review manual. Hospital Physician 1993; supp. 1-12.

4. Shulkin D (ed.). A patient with respiratory failure. Hospital Physician 1993; 29(12):16-20.

5. Shulkin, D (ed.) Obstetrics and gynecology: board review manual. Hospital Physician 1993;1(1):1-12.

6. Shulkin D(ed.) Internal medicine: board review manual, Hospital Physician 1993;1(1):1-12.

7. Shulkin D. (ed.) Emergency medicine: board review manual, Hospital Physician; 1(1):1-12.

8. Shulkin D. Pharmaceutical cost control. Hospital Economics Report 1995;1:1-5.

9. Shulkin D. Principles of Quality Management for General Internal Medicine. FCIM Task Force on the Curriculum. 1996

10. Sands, K.E.. The Academic Medical Center Consortium Sepsis Project Working Group (member of working group). JAMA; 1997; 278(3): 34-240.

11. Keever GW, Shulkin D. What Works: Disease Management on intranet saves 1.2 Million Health Manag Technol 1998; 19(12):47.

11. Meyer, LC. et al. (Shulkin D, Co-Contributor) Necessity Prompts Strategic Adoption. American Journal of Medical Quality 2011:26(1):S2-S15.

12. Interview with a quality leader: John J. Kelly MD on quality and patient safety. Interviewed by David J. Shulkin J. Healthcare Qual 2013;35(2):47-49.

Books, Editorials, Reviews, Chapters, Letters:

1. Shulkin D, Shulkin M. Mental illness: Treatment or Rehabilitation? (editorial) Pennsylvania Medicine 1984;87:9:26.

2. Shulkin D, Bari M. Deteriorating Vision: An Occupational Risk for the Medical Student (letter). Archives of Ophthalmology;1986;104:1274.

3. Shulkin D. Cholesterol Screening in Young Adults (letter). Laboratory Medicine;1988;19:11:772.

4. Shulkin D. When doctors get sick. (book review) JAMA 1988;260:1628.

5. Shulkin D, Shulkin M. Medical abbreviations and eponyms. (editorial) Bulletin of the Delaware County Medical Society 1988;68:7:21.

6. Shulkin D. Coping with Back Pain (letter). Journal of General Internal Medicine;1988;3:521.

7. Shulkin D. Cost Estimates of Diagnostic Procedures (letter). New England Journal of Medicine; 1988;319:1291.

8. Shulkin D, Bari M. The Burning Truth (letter). International Journal of Dermatology; 1989;7:483.

9. Shulkin D. Subspecialization and Chairmanships (letter). Archives of Internal

Medicine; 1989;149:10:2380.

10. Shulkin D. Research in Cost-Effectiveness (letter). Southern Medical Journal;1989;82:12:1527.

11. Shulkin D. Choice of Specialty: It's Money that Matters in the U.S.A.(letter). Journal of the American Medical Association ; 1989;262(12):1630-31.

12. Shulkin D. One of Three of a Kind (letter). Journal of the American Medical Association; 1989;261:1:46.

13. Shulkin D. Lunch Hour (letter). Postgraduate Medicine; 1989;85:1:35.

14. Shulkin D. Bag balm and duct tape: Tales of a Vermont doctor. (book review) JAMA 1989;262:959-60.

15. Shulkin D. Consultation about medical costs. (editorial) American Medical News 1989;26:54.

16. Shulkin D. Cost containology: a new specialty? (editorial) American Medical News 1989;7:26.

17. Shulkin D. From golf to paperwork: The doctor's day off. (editorial) Bulletin of the Delaware County Medical Association, December 1989.

18. Shulkin D, Cooper W. Simpler times. (editorial) JAMA 1989;262:23:3240.

19. Shulkin D. Larger drug labels for the elderly. (editorial) Cortlandt Forum 1989; 2:5:17.

20. Shulkin D. It's all in a name. (editorial) Hospital Physician 1989;25:2:41.

21. Shulkin D. Practical ambulatory care. (book review) JAMA 1990;263:5:740.

22. Shulkin D. Cost containment physicians can live with. (editorial) The Internist, February, 1990.

23. Shulkin D. Know your PRO. (editorial) Pennsylvania Medicine 1990;93:3:38.

24. Shulkin D. Cost-Effectiveness and the future of medicine. (editorial) JAMA 1990;263:1:40.

25. Shulkin D. Authors (letter). Annals of Internal Medicine; 1990;113(10): 809-10.

26. Shulkin D. CT Necessary for Pulmonary Nodule (letter). Hospital Physician; 1990;26:10.

27. Shulkin D. Healthcare Needs to Open its Own Savings Account (letter). Postgraduate Medicine; 1990;88:1:19.

28. Shulkin D. Journal Ads, Shelf Space, and the American Way (letter). Journal of the American Medical Association; 1990;264(4):453-4.

29. Shulkin D. How many rich doctors are there? (editorial) Pennsylvania Medicine;1990;93:10:56.

30. Shulkin D. Potential liability problems (editorial). JAMA 1990;264:1:24.

31. Shulkin D. An agenda for physician initiatives in cost-effective care. (editorial) Ophthalmology Proceedings 1990.

32. Shulkin D. Purchasing power in health (editorial). JAMA 1990;264(10):1329-1330.

33. Cooper W, Shulkin D. Policy initiatives in limiting indirect medical costs. (editorial) Pennsylvania Medicine 1992,15-18.

34. Shulkin D. Doctors as Patients: The Trials of Professional Courtesy. (editorial) JAMA 1991;266:3363.

35. Shulkin D. Textbook of medical arts medicine. (book review) JAMA 991;266:281-82.

36. Shulkin D. Physician efforts to decrease costs in medical care. (editorial) Miami Medicine; May 1991.

37. Shulkin D. Risky business: needle sticks in residency. (editorial) JAMA 1991; 265:1181.

37. Shulkin D, Giardino A. Access to care now Physicians' highest priority(editorial). Pennsylvania Medicine 1991;94:22.

39. Shulkin D, Giardino A. Clock is ticking on resident work hours. (editorial) Pennsylvania Medicine 1991;36:16.

40. Shulkin D. Some bad medicine for Japan. (editorial) American Medical News; 1991.

41. Shulkin D, Bari M. Outcomes of Pregnancy (letter). The New England Journal of Medicine; 1991;324:630.

42. Shulkin D. Cost Containment Clarification (letter). Pennsylvania Medicine; 1992;95:1:10.

43. Shulkin D. The Medicare fee schedule: evaluating the first six months. (editorial) SGIM News 1992;15:10:4.

44. Shulkin DJ. Learning Generics PA Med 1992 95(1):26.

44. Asch D, Shulkin D. The ethics reform act's strain on academic medicine and the VA. (editorial) Academic Medicine 1992;67:248-249.

45. Shulkin D. Professional courtesy. (editorial) Physicians News Digest; March 1993.

46. Shulkin D. Should Doctors Extend Professional Courtesy? (letter) Physicians Weekly; 1993;10:12:1.

47. McGourty M, Shulkin D. Administrative costs, a critique of current work. (editorial) Int. Journal of Economics 1993.

48. Shulkin D, Hillman A, Cooper W. Are there benefits to rising administrative costs? (editorial) LDI Newsletter, July 1993.

49. Shulkin D. and Rosenstein A. Towards Cost-Effective Healthcare Chapter in A Physician's Guide to Managed Care; Aspen Publishers, 1993.

50. McGourty M, Shulkin D. Hospital administrative costs in the U.S. Pharmacoeconomics (editorial) 1995;7(1):91-92.

51. Schwartz S, Shulkin, D. Teaching an Old Dog New Tricks. (editorial) Journal of General Internal Medicine; 1995;10(6):353-354.

52. Shulkin, D. Open versus closed formularies. (editorial) The Journal of Outcomes Management. 1995;2:20.

53. Shulkin, D. Outcomes at the forefront of medicine. (editorial) Hospital Physician. 1995;8:10.

54. Shulkin, D. Outcomes Assessment and Quality Management. (chapter) Textbook of Internal Medicine; (W. N. Kelley, ed.), 1996

55. Joshi, M., Shulkin, D. UPHS Health System Revises Quality Management Function QRC Advisor. 1998;14(9):6-12.

56. Shulkin, D., Anastasi, L. Economic Impact of Infections in Patients with Cancer (Chapter). Management of Infectious Complications in Cancer Patients; (G.A. Noskin, Ed.), 1998 and Cancer Treatment Research 1998;96:283-290.

57. Shulkin, D. Alternative Medicine: Are we re-discovering the past ?. Hospital Physician. 1998;34(6):51.

58. Shulkin, D. Book Forward- Physicians Survival Guide for the Hospital- iUniverse Publisher, Lincoln, NE 2006.

59. Shulkin D (editor). Questions Patients Need to Ask: Getting the Best Healthcare. X-Librus Publishers, Philadelphia, 2008.

60. Shulkin, D. What Toyota Can Learn From American Healthcare? Modern Healthcare, On-line, March 1, 2010

62. Shulkin D. I Need to Find a Really Good Doctor. Health Update (American Hospital Publishing Group). 2012.

63. Shulkin D. Commentary: Why Quality Improvement Efforts in healthcare fail and What can be done about it Am J Med Qual 2000;15(2):49-53.

64. Shulkin D. Guest Commentary. Hospitals Are Not the Enemy. Modern Healthcare January 13;44(2):25

Lay Press and Alternative Media:

1. Daly, JM, Shulkin, D. The Economic Impact of External Nutrition on Critical Care. KPR Informedia, 1993, New York, pages 1-12.

2. Shulkin, D. Physicians in quality management. (video series). Institute for Continuing Medical Education, 1994.

3. Shulkin, D. Hush Video. University of Pennsylvania Health System, 1997.

4. Shulkin, D. Keynote Address Disease Management Forum. 1998.

5. Shulkin, D. Managed Care Issues. Time, Inc. 1999

6. Shulkin, D. (Moderator) Improving Quality and Reducing Risk in Clinical Practice: Case Study Reviews. The Network for Continuing Medical Education. 1999

7. Shulkin, D. Patient Safety Improvements in Hospitals, Delaware Valley Healthcare Consortium, Videotape, 2004

8. Shulkin D., Kastenbaum D. Five Improvements Every Manager Should Make in the Operating Room. National Webcast, Healthleaders, 2008.

9. Shulkin, D. Rules that Can Save Your Life. Prevention Magazine. May 2009

10. Shulkin D. How to Tell Your Doctor to Wash His Hands. The Nice Way For Patients to Get Tough. Bottom Line Personal Magazine August 1, 2009 pages 9-11.

11. Shulkin D. Check it Off: The Case for Checklists. Modern Physician Post- ModernPhysician.com July 26, 2010

12. Shulkin D. I Need A Really Good Doctor. Health Update. American Hospital Publishing Group 2014 Volume 12 (3):6-7.

Monographs:

1. Paton, D, Shulkin, D eds. The Future of Eye Care Delivery: Opportunities in Costs and Quality. Excel Foundation, New York 1991.

2. Shulkin, D. Meeting the Demands of Well Care in the Managed Care Environment: a Monograph. Lederle Labs, Wayne, NJ, 1992.

3. Shulkin, D, Ratko T. Technology Assessment: Routine Preoperative Diagnostic Evaluations (monograph). Technology Advancement Center, University Hospital Consortium, Chicago, IL, 1994.

4. Millenium Health Imperative Group (Shulkin D. co-author) Prescribed Pathways for an industry on the Critical List. Modern Healthcare Supplement, June 18, 2001.

5. Shulkin, D Key Trends and Issues Driving the Shift of Health Care Resources to Non-Acute Care Areas. American Society of Hospital Pharmacy Leadership Conference on Practice Management

6. Shulkin D. (forward and contributor) The New Primary Care Model: A Patient Centered Approach to Care Coordination. HealthLeaders April 2014

Abstracts of Unpublished Works:

1.Shulkin, D. Lues Maligna in a Patient with Human Immunodeficiency Virus Infection (poster), American College of Physicians Annual Meeting, San Francisco, CA, 1988.

2.Shulkin, D. Physicians' Knowledge of Prices and Tests (poster), American College of Physicians, Annual Meeting, Washington, DC, 1989.

3.Shulkin, D. Dermatologic Manifestations of AIDS (poster), Pennsylvania Academy of Dermatology Annual Meeting, West Virginia, 1989.

4.Shulkin, D. Specialty Choice and Physician Income (poster), American College of Physicians, Annual Meeting, Washington, DC, 1989.

5.Shulkin, D, Kinosian B, Glick H, Daly J, Eisenberg J. Cost-Effectiveness of Two Enteral Feedings in Post-Operative Patients (abstract). Clinical Research; 1991, 609A.

6.Shulkin, D, Hanusa B, Cooper W. Regulatory Costs in the Hospital (abstract). Clinical Research; 1991, 609A.

7.Shulkin, D, Escarce J, Eisenberg J. The History of the Medicare Fee Schedule (abstract). Robert Wood Johnson Foundation Clinical Scholars Annual Program; 1991.

8.Shulkin, D Escarce J, Eisenberg J. Impact of the Medicare Fee Schedule on an Academic Department of Medicine (abstract). Clinical Research; 1991, 609A.

9.Shulkin, D, Nash D. Physicians Attitudes Towards Managed Care Formularies (abstract). Clinical Research; 1991, 609A.

10.Shulkin, D, Lieberman J, Morganroth J, Morris J, Schwartz S. Why Do Doctors Use Holter Monitors? A Study of Physician Ordering Patterns (abstract). JAAC; 1991.

11.Shulkin, D. The Relative Cost of Hospital Regulations. Society of General Internal Medicine Annual Meeting, Washington, DC, 1991.

12.Shulkin, D, Morganroth J, Schwartz S. Why do Physicians Use Holster Monitors? A Study of Physician Ordering Patterns (abstract). Clinical Research; 1992;40:591A.

13.Shulkin, D, Hillman A., Nash D., Cox C., Dietzen D., Fein J., Kelly J., and Downing M.: The Burden of Caring for the Homeless at Academic Medical Centers (abstract). Clinical Research; 1992;40:591A.

14.Shulkin, D, Goin J., Rennie D. Authorship Patterns Among Chairman of Medicine (abstract). Clinical Research; 1992;40:618A.

15.Shulkin, D, Hillman A., Cooper W. Administrative Costs in Hospitals (abstract). Clinical Research; 1992;40:303A.

16.Shulkin, D, Giardino A. Resident Physician Attitudes Towards Generic Pharmaceuticals (abstract). Clinical Research; 1992;40:591A.

17.Shulkin, D, Shangold G. Hospital Administrators Perceptions of Patient Satisfaction (abstract). Clinical Research; 1993.

18.Shulkin, D. Complications in the Hospital. The July Phenomenon Revisited (abstract). Clinical Research; 1993.

19 Tietze, KJ, Skaar, DJ, Spinler, SA, Lanken, PN, Cowen, JS, Shulkin, D, Hansen-Flaschen, JH. Differences in Sedation of Ventilated Patients in Three ICUs at a University Hospital (abstract). Critical Care; 1994; 1:15a.

20. Shulkin, D, Shangold, G, Einstein, J. Functional Status Measures in the Management of Chronic Renal Disease (abstract). JGIM; 1994;9(suppl):67.

21.Morgan, A., Galica, L, Shulkin, D, Gibson, G. Fellow Based Antibiotic Restriction Programs at a University Teaching Hospital (abstract). Clinical Infectious Diseases; 1994;619:19.

22.Shulkin, D, Brennan, P.J. The Cost of Caring for Patients with Tuberculosis (abstract). JGIM; 1994; 9(suppl):67. and Am J Infect Control 1995 Feb;23(1):1-4.

23.Shulkin D, Ratko T, Matuszewski K. Economic Implications of Using Practice Guidelines for Streamlining the Preoperative Evaluation (abstract). JGIM; 1995;10(suppl):81.

24.Shulkin, D, Kaiser, L. Outcomes of Care Using Thoracoscopy as a Substitute for Open Thoracotomy (abstract). JGIM; 1995;10(suppl):82.

25.Shulkin, D, Ferniany, W. The Effect of Developing Patient Compendiums for Critical Pathways on Patient Satisfaction (abstract). JGIM;1995;10(suppl):81.

26. Kelly, DJ, Santoro, M, Sestito, BA, Shulkin, D. Comparing the Length of Ventilation in CABG Patients Pre/Post Creating Pathway (abstract). Respiratory Care Forum; 1995 (In Press).

27. Sestito, J, Santoro, BS, Palevsky, H, Shulkin, D, Hansen-Flaschen, J, Effect of education on inappropriate arterial blood gas acquisition (abstract). Respiratory Care. 1995;40(11):1153.

28.Sestito, J, Palevsky, H, Shulkin, D, Hansen-Flaschen, J. Effect of clinical guidelines in reducing unnecessary respiratory care in non-ICU patients (abstract). Respiratory Care. 1995;40(11):1160.

29. Reily DJ, Santoro, M, Sestito, J, Shulkin, D. Comparing the length of ventilation on CABG patients pre/post weaning pathway. (abstract). Respiratory Care, Orange County Convention Center, Orlando, FL

30. Sestito, J, Arrington, BA, Santoro, M, Shulkin, D, Hansen-Flaschen, J, Reily, D, Gradwell, L, Palevsky, H. The economic impact of a respiratory care consult program. (abstract). Respiratory Care Open Forum. 1997.

31. Sestito, J, Santoro, M, Arlington, P, Shulkin, D, Hansen-Flaschen, J, Reily, D., Morgan, T., Palevsky, H. Effect of a respiratory care consult program on patient charges. (abstract). Respiratory Care Open Forum. 1997.

32. Kirzman L, Shulkin D. Prescribing Errors and Attitudes Towards Medication Writing Among Resident Physicians. Society for General Internal Medicine (Abstract, 2004).

33. Koll B, Crimmins D, Raimondi A, Shulkin D. Central Line Bundle and Related Program to Eliminate Central Line- Associated Bloodstream Infections- National Patient Safety Congress Poster Presentation, Nashville, TN 2008

34. Karasingulum J, Levin R, Bernard D, Leitman M, Shulkin D. Gainsharing: Aligning the Goals of Physicians and Hospitals Am Surgery Clinical Congress- 2009 Abstract NP2009-5450 Scientific Poster Exhibit SE204-W

35.Sivaprasad, L, Leitman, M, Bernard, D, Levin R, Shulkin D. Quality and Financial Outcomes from Gainsharing: A Three Year Experience at Beth Israel Medical Center in New York. Society for Hospital Medicine, Annual Meeting Washington DC (Abstract 2010)

David Shulkin M.D.

Attachment B- Lectures, Speeches, Presentations

Lectures by Invitation:

1981	Centrophenoxine and the Aging Nematode, American Aging Association Annual Meeting, New York, NY
1988	Ulcerative Syphilis and Acquired Immunodeficiency Syndrome, Regional Meeting of the American College of Physicians, Philadelphia, PA
1989	Variation in Medical Care. University of Pittsburgh School of Medicine, Pittsburgh, PA
1990	Medical Costs: Are Doctors Responding Appropriately? Altoona Hospital, Grand Rounds, Altoona, PA
1990	Seeing the Way to Cost-Effective Eye Care. Excel Foundation Conference on Eye Care, Delivery, New York,
1991	Ethical Issues Facing Medicine. The Philadelphia Center, Philadelphia, PA
1991	Economic Imperatives in an Ambulatory Care Program. Department of Environmental and Community Medicine, Robert Wood Johnson Medical School, New Brunswick, NJ
1991	Quality Care in a Cost-Conscious Environment. The Medical College of Pennsylvania, Philadelphia, PA
1991	Preparing Physicians for the 21st Century: Integrating Educational Approaches to Cost and Quality in Graduate Medical Education. York Hospital, York, PA
1991	Physician Opportunities Outside the Traditional Boundaries. The Medical College of Pennsylvania, Philadelphia, PA
1991	Efficient Utilization of the Hospital Laboratory. Grand Rounds, Children's Hospital of Philadelphia, Philadelphia
1991	Appropriate Use of Biotechnology. Health Dimensions, Washington, DC

1991	Panel: Cost-Effective Workup of a Solitary Pulmonary Nodule. Cooper University Medical Center, Camden NJ
1991	The Medicare Fee Schedule, American Academic Medical Center Consortium Annual Meeting, Philadelphia
1991	Changes in Physician Payment Reform, Robert Wood Johnson Foundation Clinical Scholars Program National Meeting, Ft. Lauderdale, FL
1991	Cost-Effectiveness of an Enteral Feeding Product, Society of General Internal Medicine Annual Meeting, Washington, DC
1991	Medical Costs: A New Perspective - Issues in Medicine for the Primary Care Physician. St. Margaret's Hospital, Pittsburgh, PA
1991	Rising Costs: The Role of the Medical Practitioner. Healthcare Financial Management Educational Foundation, Washington, DC
1991	Impact of the Medicare Fee Schedule on an Academic Department of Medicine. Society of General Internal Medicine Annual Meeting, Washington, DC
1992	The Burden of Caring for the Homeless in Academic Medical Centers Annual Meeting. Society for General Internal Medicine, Washington DC
1992	Administrative Costs in Hospitals. American Federation of Clinical Research Annual Meeting, Baltimore, MD
1992	Explaining Cost Variations Using Severity of Illness Measures. Society of General Internal Medicine Annual Meeting, Washington, DC
1992	Financial Incentives and Physician Behavior. Senior Management Seminar, The Wharton School
1992	Economic Considerations of Smoking Cessation. New York, NY
1992	An Approach to Outcomes Management. American Society for Medical Quality, Hershey, PA
1992	Continuous Quality Improvement. American Society for Statistical Control, Philadelphia, PA

1992	Implementing an Outcomes Management System. Taylor Hospital, Chester, PA
1992	Physician Participation in Quality Assessment and Measurement. Riddle Memorial Hospital, Media, PA
1992	Outcomes Management in the 90's. Grand Rounds, Medical College of Pennsylvania, Philadelphia, PA
1992	Upcoming Trends in Outcomes Measurement. Senior Management, Medicare/Blue Shield, Camp Hill, PA
1992	Comparing Quality Measurement in Industry and Health Care. American Society for Quality Control, Philadelphia
1993	General Internists and the Transition to Continuous Quality Improvement. Society of General Internal Medicine Annual Meeting, Washington, DC
1993	Profiling Physician Behavior. Address to the Managed Care Congress, Regional Meeting, New York, NY
1993	External Monitoring of Quality Care, Council of Teaching Hospitals, Emergency Medicine Directors, Philadelphia, PA
1993	Managed Care in the 1990's. Keynote Talk, Hospital Association of Pennsylvania Annual Meeting, Hershey, PA
1993	Health Care Reform: Impact on the Hospital Worker, American Society Healthcare Employees, Delaware Valley Chapter, Philadelphia, PA
1993	Physician Involvement in Continuous Quality Improvement, Riddle Hospital, Media, PA
1993	The Changing Face of Patient Education. Fifth Annual Directors Conference, Schering Managed Care, Charleston,
1993	Outcomes Management and Health Care Reform. Pennsylvania Society of Hospital Pharmacists, Norristown, PA
1993	Physician Involvement in Quality of Care Assessment. Grand Rounds, Medical College Hospitals, Bucks County Campus, Bucks County, PA
1993	Quality Improvement in the Ambulatory Setting, Prudential Health Care Forum on Quality, Horsham, PA
1993	Quality Improvement and Outcomes Research in Infection

Control. Annual Meeting of the Association for Practitioners in Infection Control, Philadelphia, PA

1993 Using Clinical Outcomes Data to Improve Pharmaceutical Quality. Central Pennsylvania Association, Hospital Pharmacy, Philadelphia, PA

1993 Benchmarking Clinical Outcomes. Prudential Insurance Company of America, Corporate Headquarters, Horsham, PA

1993 Health Care Financing and Clinical Care. Medical College of Pennsylvania, Philadelphia, PA

1993 Outcomes Measurement and Management. The National Managed Health Care Congress, Washington DC

1993 The Physician's Role in Pharmaceutical Cost Control. American Society of Hospital Pharmacists, Atlanta, GA

1993 The Impact of Outcomes Research on Medical Education. The Medical College of Pennsylvania, Philadelphia, PA

1993 Impact of Outcomes Research on the Pharmaceutical Industry. Regional Conference, Philadelphia, PA

1993 Developing Agendas for Physicians in Quality Improvement. Delaware Valley Quality Assurance Professionals, Plymouth Meeting, PA

1993 How Physicians Will Respond to Cost Containment. Medical Data International, Washington DC

1993 Pharmacoeconomic Factors Involved in the Treatment of Acute Hypertension, American Society of Hospital Pharmacists, Atlanta, GA

1993 Impact of Outcomes Management on Surgical Practice. American College of Surgeons, Eastern Chapter, Allentown, PA

1993 Managed Care: Visions for the 21st Century. Hospital Association of Pennsylvania, Hershey, PA

1993 Peer Ratings and Physician Performance. Northeast Regional Managed Health Care Congress, New York, NY

1994 A Strategy to Improve Patient Satisfaction Using Clinical Pathways to Clarify Patient Expectations. Academy for Health Services Marketing, San Diego, CA

1994	Comparison of Clinical Pharmacists and Infectious Disease Fellow Based Antibiotic Restriction Programs at a University Hospital. Infectious Disease Society of America, Orlando, FL
1994	Administrative Positions as a Career Option Society for General Internal Medicine, Washington, DC
1994	Developing Physician Leadership Skills in a Changing Environment, Pennsylvania Medical Society Education and Trust Corporation, Harrisburg, PA
1994	Incidence of Sepsis Syndrome in Academic Medical Centers. ICAAC Poster Presentation, Orlando, FL
1994	Innovations in Patient Care. Association Health Services Research, San Diego, CA
1994	Quality Management Initiatives. Council of Teaching Hospitals, Rochester, NY
1994	Applications of Critical Pathways. Academic Medical Center Consortium, Boston, MA
1994	Health Care Agenda for the 90's. Brigham and Women's Hospital, Boston, MA
1994	Public Accountability of Medicine. Children's Hospital of Pennsylvania, Philadelphia, PA
1994	Quality Assessment and Outcomes Management. Fourth Annual Critical Care Symposium, Lehigh Valley Medical Hospital, Allentown, PA
1994	Evaluating the Outcomes of Epilepsy. Pfizer, Inc., Chicago, IL
1994	The Impact of Outcomes Data on the Pharmaceutical Industry. Cytogen, Inc., Princeton, NJ
1994	Use of Outcomes Data in Cardiovascular Diseases. National Registry for Myocardial Infarcts. Naples, FL
1994	Critical Pathways and Case Management. Rose Medical Center, Park City, UT
1994	Improving Quality Assessment and Health Care Reform, Rose Medical Center, Park City, UT
1994	Health Reform in American Medicine. Rotary Club of Whales, Medical College of Pennsylvania, Philadelphia, PA

1994	Pharmacoeconomics a Quality of Life Studies. Institute for International Research. Philadelphia, PA
1994	Clinical and Financial Outcomes: Important Concepts Applicable to Institutional Health Care. Hospital Pharmacy Advisory Board, Chicago, IL
1994	Outcomes Assessment in Surgery. Surgical Grand Rounds, St. Lukes Hospital, Bethlehem, PA
1994	Outcomes Management in Medical Education. Grand Rounds, Fitzgerald Mercy Medical Center. Darby, PA
1994	The New Therapies: Who Will Foot the Bill in the New Health Care Climate? Therapeutic Options in Neurology, Philadelphia, PA
1994	Developing Integrated Delivery Systems. Jersey Shore Medical Center, St. Simmons Island, GA
1994	Responses from the Pharmaceutical Industry in a Captiated Environment. Bristol-Myers Squibb Leadership, Absecon, NJ
1994	Strategic Planning for Managed Care Environments. St. Joseph's Hospital, Sea Isle, GA
1994	Use of Quality Measures. Academic Medical Center Consortium. Boston, MA
1994	Improving Cost-Effective Clinical Decision Making. The Institute for Physician Leadership. Hershey, PA
1994	Managing Information in a Managed Care Environment. Pennsylvania Medical Society, Pittsburgh, PA
1994	Paying for Quality in Managed Care. The Northeast Managed Healthcare Congress, New York, NY
1994	Challenges for Academic Medical Centers. Health Policy Institute, Thomas Jefferson University, Philadelphia, PA
1994	Clinical Outcomes and Pharmacoeconomics. Pennsylvania Society of Hospital Pharmacists, Philadelphia, PA
1994	Disease Management for the Pharmaceutical Industry. Bristol-Myers Squibb Company, Tarrytown, NY
1994	Physician Leadership in the Quality Debate. President's Forum, American Medical Association, Washington DC

1994	Information Management in Quality of Care. Pennsylvania Medical Society, West Conshohocken, PA
1995	Physician Involvement in Resource Management. Albert Einstein Medical Center, Montefiore Medical Center, Bronx, NY
1995	Managing Health Care in the Rural Environment. Armstrong County Memorial Hospital, Kittanning, PA
1995	Outcomes Management. The Johnson and Johnson Wharton Fellows Program, Bryn Mawr, PA
1995	Quality Improvement Efforts, Philadelphia Chamber of Commerce Annual Banquet, Philadelphia, PA
1995	Quality Measurement and Providers, Regional Leadership Conference, Blue Cross of Western Pennsylvania, Pittsburgh, PA
1995	Case Management: The Link to Outcomes Management. National Case Management Conference, The Medical College of Pennsylvania, Philadelphia, PA
1995	Disease Management Systems. Scientific Advisory, Meeting Merck and Co. Plymouth Meeting, PA
1995	Models of Multi disciplinary Care. Annual Meeting of the Pennsylvania Respiratory Care Society, Philadelphia, PA
1995	Improving Efficiency in a Managed Care Environment. Grand Rounds, Doylestown Hospital, Doylestown, PA
1995	Network Development in Managed Care Environments. Wyoming Valley Health Care System, Grand Rounds, Wilkes-Barre, PA
1995	Clinical Benchmarking. University Hospital Consortium, Philadelphia, PA
1995	Improving Clinical Decision Making. American Medical Association Annual Meeting, Chicago, IL
1995	Measuring Hospital Quality: Current Realities and Future Goals. Health Services Research in Radiology, Philadelphia,
1995	Physician Leadership in Guideline Development. National Conference Integrating Economics, Product Selection of Clinical Pathways, Boston, MA

1995	Outcomes Measurement and Disease Management. Turner/White Communications, New York, NY
1995	Redesigning the Hospitals Approach to Quality Measurement. Brandywine Hospital, Brandywine, PA
1995	Open Versus Closed Formularies. Pharmaceutical Manufacturers Association Education and Research Institute, Philadelphia, PA
1995	Dealing with the Onslaught of Measures; lessons from a survivor. University of Massachusetts Medical Center, Westborough, MA
1995	Demonstrating Best Practices in Academic Medical Centers, Association of Academic Medical Centers Annual Meeting, Washington, D.C.
1995	Comparing the Length of Ventilation on CABG Patients Pre/Post Weaning Pathway. Respiratory Care Association, Orlando, FL
1996	UPHS First Annual Disease Management Forum (Course Director), Philadelphia, PA
1996	Developing a Managed Care Curriculum for Physician Educators. Society for General Internal Medicine Annual Meeting, Washington, DC.
1996	Critical Pathways. Jersey Shore Medical Center, Abescon, NJ
1996	Partnership with Managed Care Organizations, Institute for International Research, Washington, DC
1996	Disease Management: New Research Realities. BIO Council of Biotechnology Centers Meeting, Philadelphia, PA
1996	Managed Care; Is the Boy Crying Wolf Again? Children's Hospital of Philadelphia, Philadelphia, PA
1996	Quality Care in Managed Care Medicine. Riddle Memorial Hospital, Media, PA
1996	Developing Integrated Delivery Systems, Advisory Board Company, Washington, DC

1996	Automating Pathways to Analyze Variance. Third National Healthcare Conference on Performance Improvement, Washington, DC
1997	Developing Quality Management Programs. York Hospital Board Retreat, Washington, DC
1997	Physician Leadership Skills in the Year 2000. York Hospital Medical Staff, York, PA
1997	Developing Integrated Healthcare. Palmetto General Hospital Retreat, Marco Island, FL
1997	Health Promotion and Disease Prevention. Bryn Mawr, PA
1997	Predictive Model for Resource Allocation. Academic Medicine and Managed Care Forum, Washington, DC
1997	Balancing Healthcare Costs, Quality and Access Center for Clinical Quality Evaluation. Vienna, VA.
1997	Information System Technology and Improving Healthcare, Scottsdale Institute. Scottsdale, AZ.
1997	Role of Pharmacists in Leading Healthcare Systems - Keynote Address. American Society of Health System Pharmacists, Washington, DC
1997	Merging Hospitals and Leading Change. Pennsylvania Hospital Leadership Retreat. Bryn Mawr, PA
1997	Managing Quality in Health Care: An international Comparison - Moderator. Insead, Fountainbleau, France
1997	Emerging Roles for Internists, Society for General Internal Medicine. Washington, DC.
1997	Outcomes in Obesity Management. Obesity Leadership Conference, Naples, FL
1997	Managing Care in a Integrated Delivery Systems, Annual Meeting of the American Medical College, Washington, DC.
1997	National Quality Award Presentation, National Committee for Quality Assurance, Washington DC.
1998	Cost-Effectiveness and the Community-Based Physician, Grand Rounds. Holy Redeemer Health System, Bucks County, PA.

1998	Managed Care Principles in Practice. John Hopkins University, Baltimore, MD.
1998	Creating New Standards for Excellence. Robert Wood Johnson Medical School, New Brunswick, NJ.
1998	Going Beyond Competition in Medicine. Alpha Omega Alpha Honorary Society, Philadelphia, PA.
1998	Seven Trends that will Change American Healthcare. Carilion Health System, Roanoke, VA.
1998	Addressing the Needs of the Elderly American Geriatrics Society, Philadelphia, PA
1998	Managing Risk. The New Healthcare Marketplace Conference, University of Syracuse, Syracuse, NY.
1998	Corporate Partnerships – Essential Principles for Success. Abbott Pharmaceuticals, Philadelphia, PA.
1998	Preparing for the Future in Managing Patient Care: Keynote address. Louisiana State University Medical Center, Second Annual Disease Management Forum, Baton Rouge, LA
1998	Pursuing Excellence in Healthcare. Ministry Healthcare Leadership Conference, Kohler, WI.
1998	Partnerships between Academic Medicine and For-Profit Companies, Merck, Company, West Point, PA.
1998	Designing and Implementing Strategies for Improvement. National Physician Leadership Forum, VHA, Inc. Dallas, TX.
1998	Leadership Issues in Turbulent Times. Society for Chief Medical Officers, San Francisco, CA.
1998	Prioritizing Issues for Physician Leaders. The Chief Medical Officers Forum. The Wharton School, Philadelphia PA.
1998	Health System Development and Implementation. The Ernest A. Codman Award. Joint Commission of Accrediting Organizations, Chicago, IL.
1998	Disease Management Programs for the Chronically Ill. Zeneca Managed Care Symposium, Palm Beach, FL.
1998	Leading Change in Academic Systems. Harvard School of Public Health, Boston, MA.

1998 Bringing Disease Management to a National Level. VHA Shareholders Forum, Dallas TX.

1998 The State of the Chief Medical Officer Role. The Wharton School, Philadelphia, PA.

1998 Preparing for the Future in Managing Patient Care. Louisiana State University Second Annual Disease Management Forum, Baton Rouge, LA.

1998 Good Medicine Done Right: Improving Healthcare through Disease Management. Institute for Healthcare Improvement Annual Meeting, Orlando, FL.

1999 Creating Economic Value in Hospitals. Hospital Council of Western Pennsylvania, Pittsburgh, PA.

1999 Technology Assessment. Chief Medical Officer Forum. The Wharton School, Philadelphia, PA.

1999 Technology, Costs, and quality. HBSI National Forum. Washington, DC.

1999 Redesigning Clinical Care for Better Outcomes. Physician Leadership and Management Program. Chicago, IL.

1999 Ushering in the New Age of Care Management and Medical Informatics. Sisters of Joseph's Physician Leadership Forum. Dearborn, MI.

1999 Seven Trends That Will Change American Healthcare
T Greater Philadelphia Chamber of Commerce, Philadelphia, PA

1999 The VHA Leadership Award – Awardee Presentation. VHA Ntl Meeting, Orlando, FL.

1999 Redesigning Managed Care's Future in Academic Delivery Systems. Greater Phila Health Alliance, Philadelphia, PA

1999 Revisiting the Role of Community and Academic Hospitals Grand Rounds., Holy Redeemer Health System, Huntington, PA

1999 The Role of Biotechnology in Managed Care. Amgen Leadership Conference, Los Angeles, CA

1999 Delivering the Message About HealthCare. American

Writers Association. Philadelphia, PA

1999 Conflict and Change: How Quality Enters the Coverage Decision ECRI, Plymouth Meeting, PA

1999 Partnering for Profit Through Quality Management. American College of Medical Quality, Atlanta, Georgia

2000 Will Quality Ever Drive the Healthcare Industry? APIDM, Philadelphia, PA

2000 Entering the Internet Era in Healthcare. Healthcare Management Program. The Wharton School. Philadelphia, PA

2000 Understanding Economics of Quality Improvement. Institute of Medicine -Effect of Financing Policies on Quality Improvement, Washington DC.

2000 Patient Safety Issues and Reporting of Errors. Hospital Association of Pennsylvania, Harrisburgh, PA

2000 Strategies to Conquer Quality. National Committee for Quality Assurance, Washington, DC

2000 New Internet Initiatives to Change the Medical Marketplace. KEPRO, Harrisburg, PA

2000 Physician Leadership on the Net. York Hospital Strategic Board Retreat York, PA

2000 Internet Internet Strategies for Quality. American College of Medical Quality. Annual Meeting. Dallas, TX

2000 Enhancing Plan and Provider Relationships. Medical Alliance, Burlington, VT

2000 Medical Error Reduction in a Changing Healthcare Environment Consortia Health Plans, Chicago, Ill.

2000 Leadership in a Challenging Environment Borgess Health System, Grand Rapids, MI

2001 Employee Choices in Health Care Selection Delaware Valley HealthCare Coalition, Bucks County PA

2001 Clinical and Adminstrative Integration of Benefit Selection efirst Benefits Conference, Conshohoken, PA

2001 Where have all of the ehealth companies gone? Thomas Jefferson University, Philadelphia PA

2001 The Business Case for Quality, Pittsburgh Business Group on Health, Pittsburgh, PA

2001 What Matters to Consumers? Washington Business Group on Health, Washington, DC

2001 Patient Safety -- The Employers Role MidWest Business Group on Health, Chicago, IL

2001 Consumer Oriented Health Care- Cerner Corpoaration Kansas City, MO

2001 Patient Safety- What Managed Care and Providers Can Do Together? National Managed Care Congress, Atlanta, GA

2001 What Patients Want- Consumers in Healthcare MidWest Business Group on Health, Chicago, IL

2001 Providers Reactions to Intention to Treat Quality Data. HCN, Milwaukee Wisconsin.

2001 Where have all of the Healthcare Leaders Gone? Greater Philadelphia Health Care Assembly, Medical College of Pennsylvania, Philadelphia, PA

2001 Will There Be a Marketplace for Quality? Frankford Health System Philadelphia, PA

2001 Keynote: Information Systems in Patient Safety – Hospital Information Management Regional Meeting- Lankenau Hospital, Wynnewood, PA

2001 Making Medicine Work. Mid Atlantic Venture Fair, Philadelphia, PA

2001 Economic Parameters in Health Services, WEMBA, Wharton School, Philadelphia, PA

2001 Technology and the Role of the Peer Review

	Organization Third Annual KePRO Conference, Harrisburg, PA
2002	Return on Investment of Quality Care. Robert Wood Johnson Foundation Clinical Scholars Program. Yale University School of Medicine, New Haven, CT
2002	Technology's Return on Investment in Healthcare Widner University, West Chester, PA
2002	Defined Contributions in Health Care- The National Managed Care Congress- Baltimore, MD
2002	Regulations and Policy Changes. Evanston Northwestern Hospital Foundation, Chicago, Ill.
2002	Accountability and Safety. Maryland Hospital Association Keynote. Baltimore, MD
2002	Guidelines and Quality of Care- Main Line Health Cardiology Division, Conshohocken, PA
2002	Information Technology for Payers, Physicians, and Patients Health Insurers Association of America (HIAA), Chicago Ill.
2002	Making Healthcare Safer. American College of Healthcare Executives- Wilmington, DE
2002	Outcomes Workshop- Making Healthcare Better Second Annual Outcomes Management Seminar Northwestern Memorial Hospital, Chicago, IL
2002	Finding Successful Strategies to Change Physician Behavior. Pharmaceutical Marketing Congress Philadelphia, PA
2002	The Market Model for Patient Safety. The Wharton Healthcare Conference Philadelphia, PA
2002	Lessons for Quality Improvement Organizations Board Retreat, WVMI, Inc. Farmington, PA

2002	Patient Safety Lessons for Providers, Employers, and Consumers- Wisconsin Health Care Forum, Madison, WI
2003	Patient Safety Officers Training, Harvard University, Boston, MA
2003	Quality of Care Perspectives- National Quality Colliquium, Boston, MA
2003	Organ Transplantation- Improving the Processes of Care, Gift of Life, Layfatette Hill, PA
2003	Organizational Dynamics in Health Organizations Traverse City, Michigan
2003	Where Rubber Meets the Road- Practical Applications of Patient Safety- West Virginia Medical Institute Board of Trustees, West Sulfur Springs, WV
2003	Leading Change for Patient Safety- American Board of Utilization Review and Quality Assurance Annual Meeting, Orlando, Florida
2004	Changing Physician Behavior: Lessons for the Pharmaceutical Industry. Healthcare Marketing Council New York, NY
2004	Quality Improvement Organizations: Role of Managed Care Plans- Quality Insights of Pennsylvania, Keynote Harrisburg, PA
2004	Patient Safety Advances- Morristown Memorial Hospital Grand Rounds- Morristown, N.J.
2004	Quality Report Cards- Delaware Valley Hospital Council- Philadelphia, PA
2004	Reducing Infection Rates. Keynote- Infectious Disease Outcomes Congress, Harrisburgh, PA
2004	Evidence Based Patient Safety Practices- American College of Obstetrics and Gynecology Annual Conference, Philadelphia, PA

2004	Ambulatory Patient Safety Practices, National Patient Safety Forum, Boston, MA
2004	Plans and Providers Collaboration Strategies for Improving Quality, National Managed Care Congress Washington, DC
2004	Recent Initiatives in Medical Error Reduction, Quality Colloquium, Harvard University, Boston, MA
2004	Physician Performance Measurement: A National Perspective. Care Science Conference, Philadelphia, PA
2004	Healthcare Improvements In the Past Year. Board of Trustees Annual Meeting, West Virginia Medical Institute, Roanoke, VA
2004	Evidence Based Medicine: Reducing Variation in Clinical Practice- Third Annual Campaign in Quality St. Lukes Healthcare, Utica, NY
2004	Industrial Techniques to Improve Healthcare Efficiency Delaware Valley Healthcare Professional Society- Keynote- Philadelphia, PA
2004	Patient Safety Innovations for Hospitals and Physicians West Virginia Hospital Association, Chareleston, WV
2004	Management Perspectives on Health Care. Temple University Health Care Alumni Association, Philadelphia, PA
2005	Team Work and Communication Strategies to Reduce Injury. School of Physical Therapy, Temple University
2005	Rapid Response Teams and Systems Approaches to Reducing Errors, New Jersey Hospital Association Princeton, NJ
2005	Disease Management in the Hospital Setting Disease Management Society, National Meeting Philadelphia, PA
2005	New Developments in Safety. Harvard Colloquim on Quality. Boston, MA

2006	Rapid Response Teams- Greater New York Hospital Association Keynote Speaker- Pelham, NY
2006	Quality: A View from the CEO's Office FOJP Annual Conference, New York, NY
2007	Leadership and Diversity in Healthcare. Greater New York Hospital Association. Baruch College, NY, NY
2007	Exploring Integrative Approaches to Healthcare. Urban Zen Initiative. Donna Karan Foundation, NY, NY
2007	Translating Best Practices from the Mainland. Keynote Speech- Schneider Regional Medical Center St. Thomas, US Virgin Islands
2008	Running a Hospital in the Big Apple Aish International, New York, NY
2008	Leading Quality from the CEO's Office Quality Colloquium at Harvard, Boston, MA
2009	Challenges for Healthcare Leaders. Keynote New Jersey Hospital Association Annual Meeting Princeton, NJ
2009	Pay for Performance Systems- The State of the Union New York Business Group on Health, New York
2009	Health Care Payment Reform in the US- American College of Physicians National Meeting- Meet the Professor Session- Philadelphia, PA
2009	Accountable Care Organizations. Kennedy Health System Board- Voorhees NJ
2009	Health Care Reform: Implications for Providers Delaware Valley Health Executives- Thomas Jefferson University, Philadelphia, PA
2009	Physician Leadership Models in University Based Hospital Structures- UMDNJ-Kennedy System Board Retreat, Atlantic City, NJ

2009	Changing Models of Healthcare Delivery- Federation Medical Executive 1st Annual Lecture, Philadelphia, PA
2009	Economic Changes in the Healthcare Industry Gerson Lehman Executive Forum New York, NY
2010	Stroke and Blood Pressure Management (Moderator) Short Hills, NJ
2010	Implications of Health Reform for Health Care Leadership- Keynote Address to the 13th Annual Institute for Clinical Systems Improvement and Institute for Healthcare Improvement Meeting St Paul, Minnesota
2010	Evidence Based Practice- Panel Discussion ICSI/IHI, St. Paul, MN
2009	Innovation in Healthcare, Farleigh Dickenson School of Business- Innovation Summit, Madison, NJ
2011	Impact of Health Reform on Foundations Morristown, NJ
2010	Implications of Health Reform on Long Term Care Keynote Talk- Care One National Meeting Meadowlands, NJ
2011	Homeland Security Issues in Healthcare Summit on Resilience, PACE University New York, NY
2012	Contemporary Concepts in Healthcare Services Keynote Speaker- Bracco Diagnostics Princeton, NJ
2012	Implications of Health Care Reform Kean University, Union NJ

2012 Where Healthcare is Heading- Panel Presentation
Quest Diagnostics, National Conference
Parrsipinany, New Jersey

2103 Value Based Purchasing and Episodes of Care
Rutgers University Bowers Conference
New Brunswick, NJ

2013 Implications of Federal Health Reform
Northeast Business Group on Health, Annual
Meeting, New York, New York

2012 The Future of Emergency Medicine
American College of Emergency Physicians
New Brunswick, NJ

2013 Accountable Care and the Vascular Surgeon
New Jersey Society of Vascular Surgeons Belleville
NJ

2013 Advanced in Technology and Innovation
ACG Conference, Boston, MA

2013 Technologic Advancements in Medicine
Morgan Stanley Healthcare Conference
New York, New York

2013 International Lessons in Running Hospitals
Lainaido Hospital, Netanya, Israel \

2013 Innovations in Healthcare Models of Care
Mid-Jersey Chamber of Commerce
New Brunswick, NJ

2013 Accountable Care Models: Implications on
Post Acute Care. Alvarez and Marsal Annual
Conference Kiawah Island, SC

2013 :Lessons from an ACO Delivery System
Princeton Club, New York, NY

2013 Value Based Purchasing in Oncology.
Northeast Business Group on Health Symposium
Jersey City, NJ

2013	Accountable Care Sustainability Marwood Lecture New York, NY
2014	Eliminating Disparities in Vulnerable Populations Symposium on Population Health St. Elizabeths College, Madison NJ
2014	Accountable Care Delivery Systems and Care Coordination- Rutgers University Pharmacy Conference Somerset, NJ
2014	A CEO's Lessons from Running Hospitals Rutgers University, School of Social Science and Health, Newark NJ
2015	Impact of Provider Reimbursement Systems on Pharmaceutical Development: Panel Discussion Research and Development Summit- Miami, FL
2015	Consumerism and Health Insurance: Panel Discussion Morris County Chamber of Commerce, Morristown NJ

Lectures at University of Pennsylvania:

1991	Health Economics. Governors School of Business, University of Pennsylvania, Philadelphia, PA
1993	Measuring Quality Outcomes in Managed Care, University of Pennsylvania Center for Professional Development, Conshohocken, PA
1993	Organizational Incentives for Quality in the Hospital Environment. Sixth Annual Managed Care Health Care Senior Executive Education Program, The Wharton School, Philadelphia, PA
1993	International Implications of Outcomes Management. Leonard Davis Institute of health Economics, Helsinki Program in Health Economics, Philadelphia, PA

1993	Managed Care and Outcomes Assessment, University of Pennsylvania Continuing Education Series. Conshohocken, PA
1994	Improving Quality in Health Care. The Wharton Annual Healthcare Conference. The Wharton School, Philadelphia, PA
1994	Measuring Quality in Health Care. Grand Rounds, Hospital of the University of Pennsylvania, Philadelphia, PA
1994	Managing Cost and Quality in Health Care, Wharton Executive Management Program, Philadelphia, PA
1994	Health Services Research in Radiology and Surgery. Department of Radiology, Sheraton Hotel, Philadelphia PA
1995	Strategic Planning for Physician Executives, Management Development Program, The Wharton School, Philadelphia, PA
1995	Rethinking Outcomes Management. Wyeth Ayerst Program in Management for Chairs of Medicine. The Wharton School, Philadelphia, PA
1995	Using Outcomes to Improve Efficiency in Drug Utilization:Management Program for Pharmacists. The Wharton School, Philadelphia, PA
1995	Outcomes Management. The Johnson and Johnson Wharton Fellows Program, Bryn Mawr, PA
1995	Measuring Hospital Quality: Current Realities and Future Goals. Health Service Research in Radiology, Philadelphia, PA
1996	Re-engineering Health Care. University of Pennsylvania Health System Planning Group, Bryn Mawr, PA
1996	Quality Measurement at the University of Pennsylvania. American-France Summit in Health Economics. Leonard Davis Institute of Health Economics, Philadelphia, PA

1996	Getting Physicians Involved in Managed Care (moderator). Clinical Performance Improvement Round table. The Wharton School, Philadelphia, PA
1996	Pasmire Lecture - The Cycle of Life (moderator). Presbyterian Medical Center, Philadelphia, PA
1996	Outcomes Management. Association of Gynecologic Oncology Leadership Program. The Wharton School, Philadelphia, PA
1997	Impact of Managed Care of Plastic Surgery. Division of Plastic Surgery. University of Pennsylvania, Philadelphia, PA
1997	Leading Into the Future of Anesthesia. Department of Anesthesia. Hospital of the University of Pennsylvania, Philadelphia, PA
1997	The Future of Health Care. Penn Business Students in Medicine, Philadelphia, PA
1997	Health Promotion and Disease Prevention, UPHS, Bryn Mawr, PA
1997	Financing Healthcare, Medical Management Conference, Presbyterian Medical Center, Philadelphia, PA
1997	Addressing Healthcare Productivity, Medical Management Conference, Hospital of the University of Pennsylvania, Philadelphia, PA
1997	Disease Management under Managed Care. Institute on Aging, Philadelphia, PA
1997	Managing Risk, Grand Rounds Department of Medicine, Hospital of the University of Pennsylvania, Philadelphia, PA
1998	Managing Clinical Performance: Creating Competitive Advantage, The Wharton School Impact Conference, Philadelphia, PA

1998	Disease Management as an Industry., The Wharton School, Philadelphia, PA
1998	Health Care Management, Japan Quality Assurance Institute, Philadelphia, PA
1998	The Seven Trends That Will Change Healthcare. Keynote speaker: Pennsylvania Hospital Leadership Retreat, Bryn Mawr, PA
1999	Quality and Managed Care. Institute of Medicine, Healthcare Conference for Congressional Staff. Philadelphia, PA
1999	Graduate Medical Education's Changing Face, Medical Management Conference, Presbyterian Medical Center, Philadelphia, PA

Lectures at Drexel University School of Medicine

2002	Teaching Resident and Students about Quality Directors of Medical Education, Queen Lane Campus
2003	Best Practice Standards for Physicians Drexel University Physicians
2003	Preventing Medical Liability Through Clinical Best Practices, Queen Lane Campus

Lectures at Temple University School of Medicine

2004	Innovations in Medicine- Medicine Grand Rounds Philadelphia, PA
2004	Improving Safety in Surgical Practices- Surgery Grand Rounds, Philadelphia, PA
2004	Pediatric Best Practices- Pediatric Grand Rounds Temple University Children's Hospital, Philadelphia PA
2004	Communication Practices Impacting Outcomes.

Psychiatry Grand Rounds, Temple University Hospital, Philadelphia, PA

Lectures at Beth Israel Medical Center

2013 Medical Best Practices. Medicine Grand Rounds New York, NY

2014 Clinical Practices for Medicine Grand Rounds, Obstetrics and Gynecology New York, NY

2006 Diabetes Disease Management Endocrinology Grand Rounds, NY,NY

2006 Primary Care Practices in Urban Settings Family Medicine Grand Rounds, NY, NY

2007 Patient Centered Care-Progress in the Past 50 Years Medicine Grand Rounds, NY, NY

2009 Learning from China's Healthcare System Operations Forum, NY, NY

Lectures at Atlantic Health

2010 Understanding Where Healthcare is Going Grand Rounds Medicine and Surgery – Morristown, NJ

2011 Leadership Roles for Physician Executives- Physician Development Series

2013 The Affordable Care Act Surgery Grand Rounds, Morristown NJ

2013 Technology in the Changing Healthcare Environment Advanced Physician Leadership Academy

David Shulkin MD

Attachment C- Lay Press Quotes, Interviews, Radio

Press Quotes:

Diabetes Control in Aisle 3- Modern Healthcare April 20, 1998

Does Standardization Equal Quality? Physicians News Digest April 1998

UPHS Puts Quality Plan in Place: Will it Pay Off- Return on Quality Report- March 15, 1998

Preventive Measures- Penn Health August 1997

Asthma Disease Management Program Links Health Professionals – Drug Topics Magazine August 18, 1997

Healthcare Leaders for the Next Century- Modern Healthcare September 15, 1997

Physicians Rate HUP Services- HUPdate- October 1997

UPHS and Pharmacare Team up on Program for Asthma- Disease Management News October 10, 1997

UPHS: 82.9% of Risk Members will be in DM programs- Disease Management News October 25, 1997

Monitoring Asthma Patient Compliance- Healthcare Business Digest Volume 2(9) September 1997

Mismanged Care? US News and World Report November 24, 1997

Transplant Survival is greatly Improved- Philadelphia Inquirer December 13, 1997

Managed Care gathers the power of data Philadelphia Inquirer December 14, 1997

For Better Health Info on the Net- Philadelphia Business Journal March 17-23 2000

Quality of Care and Coverage- ERCI Conference Spotlights- The American Journal of Managed Care January 2000 page 126-129

Physician Advocates Quality Medicine as Best Path to Successful Practice- The Quality Indicator April 2001 pages 1-5.

Recognizing Quality- Modern Healthcare February 2, 1998, page 31.

Health System wins Major National Award- Daily Pennsylvanian February 4, 1998

UPHS Develops DM Partnerships with CHI, Aetna, US Healthcare- Disease Management News January 25, 1998

National Quality Award given to Penn System- Philadelphia Business Journal February 13-19 1998

Feds could pay HUP not to train residents- Daily Pennsylvanian October 8, 1997

50 Most Influential Physician Executives- Modern Healthcare May 9, 2011

Atlantic Health System and Continuum Health Alliance Announce Collaboration- Alternative Press September 7, 2011

Aetna Considers Carving out Specialized Care Agreements- Philadelphia Business Journal February 20-26 1998

TakingabigRisk.com Modern Healthcare February 21, 2000 page 37-41.

Shulkin, Bernard Start Internet DM Related Services Company- Disease Management News Volume 5(4) 1999 page 1.

Strategic Physician Recruiting- Health Leaders March 2012

Hospitals, Docs are assuming leadership in majority of ACO Governance structures- ACO Business News Volume 3(3) March 2012

Up and Comers Yearbook- Class of 1997- Supplement to Modern Healthcare September 17, 2007

Doctors and Health Plans: Can They Possibly Get Along? Medical Practice Bulletin Volume 1, 1999

Payors expand quality incentives – Physicians News Digest November 2003

Health Experts Look Beyond HMOs for Better Approach- Wall Street Journal March 3, 2003

Quality Improvements needed in healthcare Observer Dispatch June 3, 1999

Good news: The doctor really will see you now. Philadelphia Inquirer July 20, 1997

University Program sets standards in care- Daily Pennsylvanian January 25, 1999

Consultation about costs needed- Medical World News- June 26, 1989

After Dot-com experience, Doctor Returns to 1st Love. Philadelphia Business Journal August 16-22 2002

New professional society launches Patient Safety Officer Society- Formulary March 2002 Volume 37 page 1

Penn Health strikes online deal with VHA. Philadelphia Business Journal October 9-15 1998

Making the Grade- Wall Street Journal- October 19, 1998

Physicians Wary of JCAHO Rules on Medical Errors- Physician Financial News- Volume 19, September 15, 2001

University of Pennsylvania Hospital Extends DM System- The Quality Letter December 1998

Taking the pulse of Medicine – Philadelphia Inquirer November 6, 2000

Triple Crown Healthier- Pennsylvania Current February 25, 1999

Technicality Costs Hospitals 20 M- Philadelphia Business Journal May 15-21 1998.

Medication Error cut in area- Philadelphia Inquirer January 6, 2005

Voyage to the Web- Philly Tech October 2000 Cover Story

HUP Ranked among nations best hospitals- July 15, 1999

Financially Press UPHS seeks outside funding of DM programs- Disease Management News July 25, 1999

Beeper users sent back to phone age. Philadelphia Inquirer May 21, 1998

Bypass Mortality Rates Fall – Philadelphia Inquirer

Karpas Center Celebrates 25 Years on First Ave- Town and Village October 5, 2006

Accountable Care Organizations- New Jersey Business 933:8214 2014

ACO Pioneers- :Q and A with Leaders from the Nebraska Medical Center and Atlantic Health: Beckers Hospital Review- March 20, 2011

A Long Legal Battle Looms as Hospitals Fight Closure- The New York Sun Mary 7, 2007

The Quality Quagmire- Managed Healthcare News Volume 17(1):January 2001

Charity care puts hospitals in need of a transfusion- Philadelphia Inquirer March 29, 1998

Affordable Care Act: Prescription for Change in NJ Healthcare NJ Spotlight June 18, 2012

Making the Grade- Wall Street Journal October 19, 1998

A Hospital CEOs Secrets to Good Healthcare Prevention Magazine March 14, 2009

How to Tell Your Doctor to Wash his Hands: The Nice Way for Patients to Get Tough- Bottom Line Personal Volume 30(15) August 1, 2009

An ACO- What's That? Hospital and Health Networks Daily July 18, 2012

Quote of the Day- AIS's Health Business Daily- April 2, 2012

A new tool to compare hospital performance- Philly.com November 4, 2011

Readmissions up but deaths down- Philadelphia Inquirer- September 29, 2006

Ailing Health Care System Finds Reform a Salve, Not Cure- All The Business Edge of Morris County February 2011 Issue 2 No 3.

Finding a Way to Ask Doctors Tough Questions- Wall Street Journal March 4, 2009

In Morristown, Changing the Industry's silo mentality- NJ Biz October 7 2013

The high-deductible Trap Modern Healthcare June 22, 2013

Shulkin to Chair Board of NJ Council of Teaching Hospitals- Morristown Patch January 7, 2013

Hosptials may take hit over cliff deal- Star Ledger January 4, 2013

Accountable Care Organizations- MD Advisor Fall 2012

Schedules for Medicare fees are studied- Philadelphia Business Journal December 9-15 1991

Beth Israel Medical Center recruiting 50 bilingual Asian staff to enhance its services to the Chinese community- Sing Tal Newspaper August 11, 2005

Beth Israel Kings Highway to welcome new President- Daily Bulletin of Brooklyn July 29 2005

Doctors at Teaching Hospitals face pay cuts, study says- Philadelphia Inquirer December 4, 1991

ACOs and Market Share: Could care Coordination Drive Monopolization? Becker's Hospital Review- November 7, 2013

Reform Update- ACO Executives say experience rocky, but informative , Modern Healthcare January 8, 2014

Healthcare reform put into action- Star Ledger 933(7650) 2013

24 hour Visitation? AARC Times 933(7743).

Throwing Out a Net For Good Health Care. Philadelphia Inquirer April 16, 2000

Changing the State of Today's Healthcare Quality and Safety. FOJP Focus Volume 3 Winter 2007

Providers and Businesses Begin Addressing the Healthcare Elephant in the Room Morris County Chamber of Commerce Business Edge August 2012

New Jersey Hospital Launches Storefront Modeled on Apple Genius Bar- Medcity News 12/3/14

New Jersey Hospital sets up an on-site Digital Health Store – MobiHealth News January 15, 2015

Do Hospitals Need Genius Bar-Like Services – Hospitals and Health Networks January 15, 2015

Technology Stores Added to Health System Offerings- Hospitals and Health Networks February 10, 2015

Hospital Taps Mobile Tech to Connect with Patients- Daily Record 12/8/14

Tech Support at the Hospital? Morristown Medical Center Says, "Why Not?"- Healthcare Design 1/29/15

New Jersey Hospital Launches Health Center Modeled on Apple's Genius Bar PSFK.com 12/15/14

Hospital opens Apple-Style Genius Bar for Healthcare – Advisory.com 12/15/14

What one hospital learned from the Apple Store. Healthioutcomes.com 12/11/14

Health Management? There's an APP for that and Morristown's Hospital Store Will Make it Work for You. NJBiz, 12/17/14

Radio

Frankie Boyer Health Radio Show- Visiting Hours are Never Over- March 2014

WLTW New York Radio interview with Nina Del Rio on visiting hours- March 2014

How to Choose a Good Doctor- Radio Jim Bohannon show

Market Watch Looking for a New Doctor? Its kind of like dating. WLTW New York

[A letter from the Office of Government Ethics follows:]

UNITED STATES OFFICE OF
GOVERNMENT ETHICS

MAR 30 2015

The Honorable Johnny Isakson
Chairman
Committee on Veterans' Affairs
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by David Shulkin, who has been nominated by President Obama for the position of Under Secretary for Health, Department of Veterans Affairs.

We have reviewed the report and have obtained advice from the agency concerning any possible conflict in light of its functions and the nominee's proposed duties. Also enclosed is an ethics agreement outlining the actions that the nominee will undertake to avoid conflicts of interest. Unless a date for compliance is indicated in the ethics agreement, the nominee must fully comply within three months of confirmation with any action specified in the ethics agreement.

Based thereon, we believe that this nominee is in compliance with applicable laws and regulations governing conflicts of interest.

Sincerely,

David J. Apol
General Counsel

Enclosures

1201 New York Avenue, NW, Suite 500 | Washington, DC 20005
www.oge.gov

[Letter from David J. Shulkin, M.D., to the Office of General Counsel, U.S. Department of Veterans Affairs:]

March 11, 2015

Ms. Renée L. Szybala (023)
Assistant General Counsel and
Designated Agency Ethics Official
U.S. Department of Veterans Affairs
Washington, D.C. 20420

Dear Ms. Szybala:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Under Secretary for Health of the U.S. Department of Veterans Affairs.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

Upon confirmation, I will resign from my positions as Vice President of Atlantic Health System and President of Morristown Medical Center. If Atlantic Health System decides to pay me a severance payment, I will not accept the severance payment and will forfeit it, unless I receive the payment before I assume the duties of the position of Under Secretary. If I receive the severance payment, I will not participate personally and substantially in any particular matter involving specific parties in which I know Atlantic Health System, or its hospitals, is a party or represents a party for a period of two years from the date on which I receive the payment, unless I first receive a written waiver pursuant to 5 C.F.R. § 2635.503(c). If I do not receive the severance payment, I will not participate personally and substantially in any particular matter involving specific parties in which I know Atlantic Health System, or its hospitals, is a party or represents a party for a period of one year from the date of my resignation, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Upon confirmation, I will resign my position with Open Doctor, Inc. In addition, I will divest my interests in Open Doctor, Inc. within 90 days of my confirmation. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of this entity until I have divested it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). For a period of

one year after my resignation, I also will not participate personally and substantially in any particular matter involving specific parties in which I know Open Doctor, Inc., is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Upon confirmation, I will resign my position with Riverside Partners, LLC. In addition, I will divest my financial interests in Riverside Fund IV and Riverside Fund V within 90 days of my confirmation. With regard to each of these funds, until I have divested the fund, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of that fund or its underlying assets, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). For a period of one year after my resignation, I also will not participate personally and substantially in any particular matter involving specific parties in which I know Riverside Partners, LLC, is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Upon confirmation I will resign my positions with Data Driven Delivery Systems; Control Rad, Inc.; and SpectraMD. I currently hold stock and stock options in Data Delivery Systems and Control Rad. I hold stock options in SpectraMD. With regard to each of these entities, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the entity for as long as I own it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

Upon confirmation, I will also resign my positions with the following entities: Foundation of the Morristown Medical Center; Mt. Sinai School of Medicine; Health Education and Research Trust; United Healthcare Executive Hospital Advisory Council; New Jersey Council of Teaching Hospitals; Optimus Health Partners; Primary Care Partners; Atlantic Accountable Care Organization; Institute of Population Health; Journal of Population Health Management; Journal of Healthcare Quality; Rowan University School of Osteopathic Medicine; Francisco Partners; Stonebrook Risk Solutions; Hutchinson Biofilm Medical Solutions; and Mendham Investment Group. I have already resigned from my positions with Qualcare, Inc.; Practice Associates, Inc; ACRO Pharmaceutical Services, LLC; Engineered Care; Applied Scientific, Inc; e-health International Group; Health Advance; Guidepoint Global; Health Strategies; DeMatteo Monness; HIRC; Coleman Research Group; Putnam Funds; Precision for Medicine, Inc., Care New England; Alpha Sights, Inc.; and MDLand. For a period of one year after my resignation from each of these entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know that entity is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

My spouse owns a medical practice, Merle Bari MD and Associates Inc., in which

I am a shareholder and hold positions as an employee, Vice President, and Treasurer. Upon confirmation, I will resign my positions as employee, Vice President and Treasurer. I will continue to have a financial interest in this entity, but I will not provide services material to the production of income. Instead, I will receive only passive investment income from it. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of Merle Bari MD and Associates Inc., unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1).

Through Merle Bari MD and Associates Inc., I served as an expert witness for various clients, in some cases with organizations with which I entered into agreements for my services. All amounts owed to me by any of these organizations or clients will be fixed before I assume the duties of the position of Under Secretary. I will complete all services before I assume the duties of the position of Under Secretary. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the ability or willingness of any of these organizations or clients to pay me. In addition, I will not participate personally and substantially in any particular matter involving specific parties in which I know any of these former clients or organizations is a party or represents a party for a period of one year after I last provided services to that client or organization, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

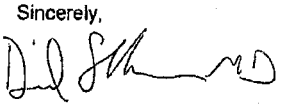
I have been advised that the duties of the position of Under Secretary may involve particular matters affecting the financial interests of the following entities: ImaCor, Inc. and Electrocore, Inc. The Department has determined that it is not necessary at this time for me to divest my interests in these entities because the likelihood that my duties will involve any such matter is remote. Accordingly, with regard to each of these entities, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the entity for as long as I own it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

I understand that I may be eligible to request a Certificate of Divestiture for qualifying assets and that a Certificate of Divestiture is effective only if obtained prior to divestiture. Regardless of whether I receive a Certificate of Divestiture, I will ensure that all divestitures discussed in this agreement occur within the agreed upon timeframes and that all proceeds are invested in non-conflicting assets.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Finally, I understand that as an appointee I am required to sign the Ethics Pledge (Exec. Order No. 13490) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

Sincerely,



David Shulkin

Chairman ISAKSON. Thank you, Dr. Shulkin.

I have a homework assignment for you. I want to ask one of the staff members to give you a business card that I just handed off.

I would like for you to take it home tonight—thank you, Senator Casey—and make a phone call to the person who is on that card.

You know, I am fortuitous in that sometimes having good luck is better than being smart. In my life, that has always been the case. [Laughter.]

This morning, I spoke to the National Academy of Anesthesiologists. This card is the Chief Anesthesiologist at the Johnson VA Hospital in Charleston, SC, where I happen to have been breaking ground for a new clinic in Savannah in that VISN 7. He made some comments to me about the vertical communication within the VA and difficulties that a lot of doctors were experiencing, something I had heard many times before, referring to the previous administration, the previous Secretary and his problems, but understanding that he is still at the VA.

I think it would be a nice touch for you to call him, tell him you and I met today; and I met him today. Please hear him out on what he has got to say, because he was a very impressive doctor, physician, a very impressive individual. I think it would be helpful to you, as well as to make me look good.

Dr. SHULKIN. I will do that, Senator. [Laughter.]

Chairman ISAKSON. Thank you very much.

Dr. SHULKIN. Thank you.

Chairman ISAKSON. Let me ask you a question. You are overseeing a hospital with 658 beds in Morristown, NJ, yet you are going to take over an agency that has 1,600 locations. Are you prepared to take on something of that scope and size, and in what way are you going to embrace that challenge?

Dr. SHULKIN. Senator, it is a massive system, there is no question about it, and I cannot tell you that I have ever taken on a challenge like this. But, I do believe the principles of leadership are transferable and they are to be able to, from the top, set the vision, have goals, set accountability, and make sure that you are making progress on a regular basis and making sure that your workforce and those that you serve understand what you are trying to do and are on the same page with you.

So, I would take my 25 years of experience and do everything that I can to make sure that we are all successful, because our veterans deserve better than the care that we are able to give right now.

Chairman ISAKSON. Both the Ranking Member and I referred to the Denver situation in terms of the terrible cost overruns. Do you think the VA ought to be in the business of building buildings, or should they get out of it?

Dr. SHULKIN. Well, Senator, I watched your hearing and I listened very carefully to what both you and the Ranking Member—I believe Senator Rounds, I think you were there, as well and others—and I believe that what happened there was something that really is a situation that could never be repeated, should never be allowed to be repeated.

I understand some of the problems with the integrated design concept. I understand that the VA has asked for help in this from the Corps, and it has never—it should never be a problem asking for help when you are in over your head. I think that they have recognized that they need to have systems in place so that this

could never happen again, and that in complex projects that they are going to ask for help, because I think as many of you made clear in your statements, this type of situation requires the expertise of others to help manage this. So, I think that your comments and the comments that were heard are certainly going to be taken into account to make sure that a situation like this could never occur again.

Chairman ISAKSON. Well, I agree with you, and if outcomes are the measure by which health care is judged and construction is judged, the outcome in terms of that hospital is horrible. If any patient had an outcome like that medically, they would probably die on the gurney getting into the hospital. So, it is going to be very important as a leader in VA medical health that you be outspoken in what you think VA's key focus ought to be. I think it ought to be in saving lives, providing care and comfort to our veterans, and seeing to it those with post-traumatic stress disorder (PTSD) and traumatic brain injury (TBI) are getting the treatment they should get. Get the construction problems and the construction jobs in the hands of the Corps of Engineers with your input in terms of what you need.

A physician knows better than anybody the way in which a design of the most efficient ward ought to be, depending on what it is for, whether it is cardiology, whatever it might be. But, they do not need to build it, as well. You need to get that information first and then have somebody contract and execute it. So, I hope you will be a leader in doing precisely that.

Have you ever worked within the government before in any job?

Dr. SHULKIN. No, sir, I have not.

Chairman ISAKSON. Always been private sector?

Dr. SHULKIN. Always been private sector.

Chairman ISAKSON. If you continue to apply your private sector knowledge to the government job, you are probably going to do just fine.

Ranking Member Blumenthal.

Senator BLUMENTHAL. Thank you, Mr. Chairman. Again, I want to thank you for your willingness to serve and thank your family, Dr. Bari, if I have that name right, and your daughter, Jennifer, who are highly accomplished in their own right, but their support for you, I think, will be important to your success and your success will be so important to our country, not your personal success, but your success in improving the quality and access and availability of health care to our veterans.

I note that you spent your internship in West Haven. I assume that was about a year or——

Dr. SHULKIN. Yes.

Senator BLUMENTHAL [continuing]. Thereabouts, and it was some time ago, but I would like to invite you back and ask you to come back, assuming you are confirmed, which I believe you will be. So, perhaps one of your first visits can be to West Haven to see what is necessary to improve quality of health care there. I hope you will come.

Dr. SHULKIN. Senator, it will be on my initial list of visits. It will be a great honor to be able to go back and visit. It was my intention to stay at Yale. My wife dragged me to the University of Pitts-

burgh because she did her residency there in dermatology, so I would love to come back.

Senator BLUMENTHAL. That is good to hear.

Let me ask you more broadly, your dad was a captain and a psychiatrist——

Dr. SHULKIN. Yes.

Senator BLUMENTHAL [continuing]. And obviously dealt with issues of mental health care. How big a priority will that area of medical care be for you?

Dr. SHULKIN. Yes. The mental health of our veterans is paramount. The continued statistics of the number of suicides and people suffering, I think, is something that none of us can be satisfied with. So, I do believe that this has to be a priority and I think that there are several areas of mental health that are a priority: surveillance, so we know how big the problem is; identification of risk factors, particularly for suicide; and then the multiple interventions that are required in the treatment of mental health disorders.

Senator BLUMENTHAL. Well, I am glad to hear that response, because I agree that it has to be one of the very top priorities, given the rate of 22 suicides per day. We passed the Clay Hunt Suicide Prevention for American Veterans Act, which I helped to lead along with Senator McCain, Senator Isakson, and others. My hope is that that bill will be a downpayment, a foundation that we can build upon, because the quality of mental health care right now is nowhere near what it should be.

Let me ask you about that monstrosity in Colorado. I think there is no other word for the failure that it reflects. It is a monument to ineptitude in construction, and the proposal from the VA is that the billion-dollar cost overrun be paid out of a billion dollars in Choice programming, what is referred to as maintenance and minor construction costs, which would require sacrifices in quality of health care for other veterans elsewhere around the country, which to me is a non-starter and I hope that you agree.

Dr. SHULKIN. Yes. Senator, I have certainly heard your concerns, in particular, to make sure that this does not affect important projects like primary care expansion at West Haven, but I know your concerns are much broader than that.

I believe that people at VA are working hard to try to find a way to complete the Denver project, and they are working together, I think, with all of you in this room to be able to get that done. I think that there is no doubt that the concerns about making sure veterans get the right care has to be front and center on this, more important than anything else. So, my concerns are the ones that you have. I can tell you that if I am confirmed, that I will work with the Secretary and his team to make sure that any solution does not come at the expense of treatment of the veterans.

Senator BLUMENTHAL. Well, stay tuned. More to be said about it.

My time is about to expire, so let me just ask one last question, which is with respect to whistleblowers. I hope you will agree with me, also, that whistleblowers really are to be welcomed and, in fact, recognized for their courage when they step forward and they, in effect, speak truth to power, or more bluntly, tell us what is wrong and what has to be righted and that, certainly, retaliation ought to be absolutely abhorrent.

Dr. SHULKIN. Yes, Senator, I absolutely agree with that, and if confirmed, that would be my position. I think the Secretary has taken a strong position on that and I certainly support that.

Senator BLUMENTHAL. Thank you.

Thank you, Mr. Chairman.

Chairman ISAKSON. Following up on Senator Blumenthal's statement, I know that the heads of State back in the VA are watching this hearing on television. I hope they are. I hope they got Senator Blumenthal's message loud and clear. We need to know what their proposal is going to be in terms of what they are going to contribute to make up the differential so we can get that hospital finished. We are prepared to work with them, but only if they are prepared to put some skin in the game and some stuff on the table. I just wanted to throw that in since I knew they would probably be watching.

Senator BLUMENTHAL. Thanks, Mr. Chairman.

Chairman ISAKSON. Senator Rounds.

HON. MIKE ROUNDS, U.S. SENATOR FROM SOUTH DAKOTA

Senator ROUNDS. Thank you, Mr. Chairman.

Dr. Shulkin, first of all, thank you for the comments that you made so far. I would concur with the Chairman and the Ranking Member with regards to the Choice program. I understand that that is part of the thought process, that in order to gain the cash necessary to pick up the billion-dollar overrun in Colorado, at the hospital there, that they are looking at other alternatives inside. I most certainly would be very hesitant to accept the proposal if it impacts the ability to provide care to any of our veterans across the rest of the State, including in Colorado.

But, I am curious, because it is not just the urban areas, but it is the rural areas, as well, that need the additional attention. What I am going to ask is, basically, in your position as the Under Secretary of Health, will you continue to encourage veterans to use private care? How do you feel about the use of private care by veterans? What are your thoughts on that?

Dr. SHULKIN. Senator, I think if you put the central mission of caring for veterans square in the forefront, you come up with an answer that says that the care that is provided within the VA system is extraordinary in many areas. We are doing work in the VA system that cannot be replicated in the private sector.

But, I think what we have learned is it is not yet a complete system. So, in order to give the veterans the care that they need, I believe you have to take the best of what is in VA, which is considerable, and supplement it with the best that is in the private sector that cannot be replicated in the VA; that is the way, together, you look at a new VA health care system. It is really a transformed system where the role becomes the coordination of care, because we cannot do it without the private sector right now.

I really see that this is a different approach. This is a different time. I would really endorse a VA that really looks at focusing first on the veterans' priorities.

Senator ROUNDS. In Hot Springs, SD—you and I spoke earlier about this——

Dr. SHULKIN. Mm-hmm.

Senator ROUNDS [continued]. Hot Springs is a case—it was one of the first hospitals ever developed for the VA in the United States, back in the time of the Civil War, as a matter of fact, for Civil War veterans. One of their thoughts is that they believe truly that they can become and compete as a Center of Excellence when it comes to treating PTSD.

Would you give me your thoughts in terms of the concept of a Center of Excellence, specifically, just your thought as to whether or not Centers of Excellence work and whether or not you think that that is an appropriate direction that we should be looking at within the VA system.

Dr. SHULKIN. Yes. Senator, I do believe in Centers of Excellence. Throughout my career, I have worked hard to help establish them within the private sector. I believe, then, that what a Center of Excellence can do is really serve as a resource across the country for VA. But, then, you have to disseminate those best practices. You do not have to replicate all the resources, but you have to disseminate the best practices, and that is part of what I think VA needs to do more of.

I think it was Senator Tillis who said last week in the hearing, the solutions in VA already exist in the VA. We just need to get them out there and we need Centers of Excellence to be able to identify those practices and make them consistent across the country.

Senator ROUNDS. I think you do have some very qualified individuals within the VA. I know that in Sioux Falls, SD, we have got a group of physicians there that my veterans tell me do a great job for them. When you talk to the doctors themselves, they say, look, if it comes time to make a change, they have, literally, 13 levels of bureaucracy to get through to get a change done. Are you prepared to tackle that bureaucracy?

Dr. SHULKIN. Senator, this, no doubt, is one of the challenges of a system this big. My belief and my philosophy about management is that while you do need to have consistency of best practices, you have to empower people at the local level if you are going to get the best from people. People do not want to be receiving memos all day long. They want to feel that they have the ability to influence patient care at the local level.

So, that would be my philosophy. And trying to get through some of the bureaucracy, that really is the job of leadership to cut through that, which is something I would be committed to.

Senator ROUNDS. I think when we spoke with Secretary McDonald and also Deputy Secretary Gibson, we mentioned that we understand that they walked into, literally, a very deep pond with a lot of gators in it. While I am not from the part of the country that has got them, I we have learned about them. They voluntarily went in, and you are doing the same thing. It is a pretty deep pond, which you are going to have to drain and then you are going to have to clean stuff out.

One of those gators that is in there, I think, is this construction project, and a series of them. It is not just one, it is a whole series.

Dr. SHULKIN. Mm-hmm.

Senator ROUNDS. I really have a question as to whether or not they ought to be doing the construction, because I did not see

where they brought a heck of a lot of expertise to the projects that they are doing. If we can get that one out of the way, it means you can focus on some of the more direct care providing systems that are out there right now. I really hope that you would consider looking at in a very serious light the elimination of construction as a part of the responsibility of Veterans Affairs, just as the Chairman and the Ranking Member have suggested, as well, sir.

Dr. SHULKIN. Yes. Senator, I agree with you. Part of the reason why I am so committed to this position is because I have spent time with Secretary McDonald and Deputy Secretary Gibson. These are people who are committed and doing everything they can to change the system. And, as you know, the construction project predated them.

If I were confirmed, I would join with them to not only get us through this by working together with all of you, but to make sure that we are focused on the right things so that this would never happen again. Thank you.

Senator ROUNDS. We want you to succeed.

Thank you, Mr. Chairman.

Chairman ISAKSON. Thank you, Senator Rounds.

Senator Brown.

HON. SHERROD BROWN, U.S. SENATOR FROM OHIO

Senator BROWN. Thank you, Mr. Chairman. Thank you for holding this hearing. Dr. Shulkin, thank you for being here, and Ms. Council, thank you for testifying and for your willingness to serve our country.

Dr. Shulkin, a Reservists at Rickenbacker Air National Guard Base in Columbus flew and worked on C–123s in the decade after Vietnam. When we met last week, you said you knew of the Institute of Medicine study that reported, "with confidence" that those working on these 123s and C–123s had been exposed to Agent Orange residue toxins, but you were not at that point aware of how the VA, since you were not in the position yet, or are not in the position yet, and we expect you to be, but were not aware of how the VA was actually proceeding on the issue.

Ranking Member Blumenthal and I, along with several colleagues, wrote to Secretary McDonald regarding the statutory authority that the Department has used in past cases to determine health and disability benefits. Our staffers were told these veterans would receive health benefits, yet when they go to treatment, they are told at VA facilities that they do not qualify. This discrepancy must be addressed. That must be one of your top priorities, if confirmed. We are awaiting a response from Secretary McDonald. We hope you will bring this to his attention immediately. Do you care to comment?

Dr. SHULKIN. Yes. Senator, I do appreciate you bringing this to my attention when we met. As you know, I only have publicly-available information to read, but I have gone back and reviewed the Institute of Medicine report in detail that was released in January of this year. I agree with your interpretation of it. There is no question that the Reservists were potentially exposed to harmful agents and the VA is here to take care of the health problems of people that were injured serving our country.

I do know that the VA is very interested in resolving this. I am not in the position today to officially comment on it, as I am sure you know. But, I believe the Secretary is committed to getting back to you in short fashion, and if confirmed, I would work with the Secretary to be able to address this very expeditiously.

Senator BROWN. Thank you. We will act legislatively if we need to. We should not have to, and we expect not to have to, so thank you for that.

I wanted to follow up on the Ranking Member's question, Senator Blumenthal's question related to whistleblowers. Secretary McDonald, one of the first things in our first couple of conversations that we had together said he will hold those accountable for taking retaliatory action. I have not seen that happen yet. How has your—partly, you gave a similar answer on prior experience to the Chairman. How has your experience managing hospitals and medical staff prepared you to deal with those kind of systemic problems at VHA facilities?

Dr. SHULKIN. Well, Senator, one of my passions throughout my career has been patient safety, and it is a principle in patient safety that if you are not having people on the front line feeling comfortable to report errors and near misses—we have learned this from the airline industry—that you are never going to get better as an organization.

Part of the job of a leader is to set the culture. The culture has to be the one where people feel not only comfortable, but also responsible for raising issues that are hurting the organization, and in this case, hurting our ability to care for veterans. So, it is not only protecting whistleblowers, which I think is absolutely vital and key and I would be committed to, but it is creating a culture where people feel that they should and they must speak up when they see something wrong. That is something I have done all my career, I have supported all my career, and I would continue to do if I were confirmed.

Senator BROWN. We had a significant—thank you for that. We had a number of problems when I first came to the Senate almost a decade ago in Dayton, one of the oldest VAs in the country. It was a lot about whistleblowers and we have to make sure, obviously, that they are protected.

The last point I will make in my last minute, Mr. Chairman, I was pleased to see the VA move on the issue of 40 miles as the crow flies or driving 40 miles. Good step. Veterans, however, are being turned away if that VA sometimes does not have the particular specialized care that they need when it might be available somewhere else. I would ask, if you are confirmed, if you would work with the VHA to interpret the law so that veterans who are enrolled in the program are able to seek treatment at a medical facility that actually offers the necessary care, if you would commit to us to look at that law and work with us.

Dr. SHULKIN. Yes, Senator. I do recognize the concern of the veteran who has to—who has a facility within 40 miles, but they do not offer that type of specialized treatment, and I do think that, if confirmed, my goal would be to make sure that we find a way to get them services. That is going to probably mean a multitude of solutions. It is going to mean being able to get more specialty care

out into the CBOCs, the 800 or so Community-Based Outpatient Clinics, that currently today do not have those types of facilities, use of technology, and use of other ways to make sure that we are serving the veterans in that way.

Being able to legislate, or being able to interpret the law in a different way than was legislated is something that is probably beyond my area of expertise to comment on today, but certainly something I would look at.

Senator BROWN. Thank you, and Mr. Chairman, thank you.

Chairman ISAKSON. Thank you, Senator Brown.

For your benefit and the rest of the Members of the Committee and Senator Moran, who has been outspoken on this issue, we are working with VA staff now and we hope in a couple of weeks to have statutory language for the care you need being determined in such a way as to meet exactly what you said and exactly what Senator Moran has been looking for. So, the VA staff is working closely with our staff to do so and we look forward to that happening.

Senator BLUMENTHAL. I want to also thank both Senator Brown and Senator Moran for raising this issue as strongly as they have done.

If I may just comment on the C–123 issue, if I may be so bold. Nothing will be a test of your effectiveness in this job than to have that policy changed as quickly as possible, which I am very, very glad that you agree with us, that we do not need to go through the legislative process, but it can be done by the VA. I hope that you will bring that message back to the Secretary and maybe you will effectuate change. Thank you.

Dr. SHULKIN. I understand.

Chairman ISAKSON. Senator Tillis.

HON. THOM TILLIS, U.S. SENATOR FROM NORTH CAROLINA

Senator TILLIS. Thank you, Mr. Chair.

Dr. Shulkin, thank you for being here. I had a great meeting with you and enjoyed the discussion we had. Congratulations to you and to your family on the honor of being nominated. I look forward to voting in favor of your confirmation.

Now, I am kind of new to this role, so I do not really know how the nominations process goes or how much due diligence you are allowed to complete before you decide whether or not you want to jump into the fire or the frying pan, but can you give me some sense of the amount of work that you did to kind of get—to understand what you are getting into, first, just in terms of due diligence.

Dr. SHULKIN. Yes, absolutely. This process, surprisingly, started toward the end of the summer of 2014. Since that time, I have worked to listen carefully, obviously, to only publicly-available information, and many, many people have come forward to share their concerns, but overwhelmingly, their interest in working together and finding ways to make this work. I mean, this is an area that I am just amazed, whether it is corporations, individuals, organizations, my individual meetings with all of you, overwhelmingly suggests to me that everybody wants to see the problems in the VA fixed.

Well, I have done a lot of reading. I have done a lot of listening. I have read the public briefings as much as I possibly could to be able to get up to speed. I feel like—nothing like once you get into a job, I understand that, but I feel pretty well prepared, and I heard your comments last week about—in the GAO hearing about the major concerns that you and other Members of this Committee have about what has been going on in VA.

Senator TILLIS. Now, I am glad to hear that, and I am hoping that I have time to ask Ms. Council similar questions. I have another commitment, but I look forward to supporting her confirmation if I am not able to.

But, with all that background, what does your first 90 days look like? What are your priorities going to be?

Dr. SHULKIN. Well, I think the priority of everyone who leads a health care organization is to provide safe and effective care, to make sure that the care is serving its customer, in this case, the veterans, and then planning for the future. So, while—those are the overarching aims.

The real specifics are fix the access problem. No question about it, that has to be fixed. We cannot continue not to allow——

Senator TILLIS. Any ideas on how you are going to do that?

Dr. SHULKIN. Oh, absolutely. This is what I have been doing throughout my career. This is operations. This is being able to expand capacity, being able to use weekend and evening hours, being able to look at the issues. We have 11 percent no-shows in the VA, and I know how to deal with those issues. So, I think we can continue to make progress. Progress is being made, but we can continue to accelerate that.

Second, as Senator Blumenthal said, the mental health issues are an absolute key priority.

Third, as Senator Rounds was saying, to really help put a model in place, a new operating model to transform the VA from one that takes the best of the private sector and the best of what we do, which is extraordinary, in the VA system.

Last and most important, really to work to restore the trust and confidence of not only the veterans—that is the most important—but also the people who work in VA, because I want the VA to be a place that people want to come to work and to serve the country.

Senator TILLIS. In your past experience, which is extensive, can you think of any major transformation or operational initiative that you consider to be successful there that has application here within the VA?

Dr. SHULKIN. Yes, Senator. I think throughout my career, I have taken on challenges that have shown, as I said, leadership commitments that are transferable to the situation. I think the most significant was when I went to Beth Israel in New York to be their CEO. This was an organization that was essentially deteriorating in its metrics, financially, quality-wise, and service-wise. Working together with the employees, the unions, the patients themselves, and the community, we were able to get that organization back on track with all those balanced measures of performance. So, I think it is some of those skills and learning from my failures—I certainly have had failures in the past—that will allow me to be able to help the organization.

Senator TILLIS. Dr. Shulkin, it sounds like you at least heard some of the comments that I made last week, and I hope that I can count on you to be one of the people that I will reach out to, along with Ms. Council and others, who are committed to truly understanding what it means to transform an organization, to break down barriers, to remove old practices, put in new best practices that exist. I hope I have your commitment to have your door open so that I can help you become an advocate on this Committee to really produce results.

We know what needs to be done; we have to do it. It requires us to support you, but it requires you all to think differently and to get a lot of people in that organization who may think they are going to transcend us, to have another committee to talk to years from now, to understand now is the time to change.

Dr. SHULKIN. You have my commitment on that, Senator.

Senator TILLIS. Thank you.

Chairman ISAKSON. Senator Tester.

HON. JON TESTER, U.S. SENATOR FROM MONTANA

Senator TESTER. Thank you, Mr. Chairman.

Dr. Shulkin, your resume is impressive. As I looked through it, I was trying to figure out what connection got you here. How did you get this appointment? Could you enlighten me on that?

Dr. SHULKIN. Yes, Senator. Five-and-one-half years ago, when I left my position as CEO of Beth Israel, you were looking for a new Under Secretary and I put my name in the hat then. I got pretty far down the process. At that point I really wanted to give back and to serve our veterans, serve the country. That has been in my fabric for a long time. But, I did not get the nomination; I became the CEO at Morristown.

Senator TESTER. Got you.

Dr. SHULKIN. Then, I watched over the past year, as you did, as this crisis unfolded, and it was very, very hard for me to sit on the sidelines. I said at that time, I really need to be able to do everything I can if I contribute.

Senator TESTER. Yes. Well, I appreciate your willingness to serve.

Senator Tillis already asked the first question on what is on top of your agenda. You answered it well.

You have to have a relationship with stakeholders, particularly VSOs and maybe, unfortunately or fortunately, either way, Congress. How will you approach that?

Dr. SHULKIN. Well——

Senator TESTER. On both of those.

Dr. SHULKIN. Yes. Yes, absolutely. You know, let me take Congress first. In my meetings with you, Senator, and my meetings with many of the people around this dias, I have to tell you, I came away feeling extremely optimistic, because each and every one of you really, I believe, wants to see a strong working relationship to make this system work better for its veterans, which was very encouraging to me.

Senator TESTER. Mm-hmm.

Dr. SHULKIN. I would commit, as several of you have already asked, to having an open relationship and really looking to have

this relationship work together to make us serve the veterans better.

Senator TESTER. OK.

Dr. SHULKIN. Regarding the VSOs, I consider them a major gift. To have people that are that concerned and dedicated and willing to speak up and willing to meet, that is something that I am going to take every advantage of if I am confirmed.

Senator TESTER. So, your door will be open to them if they want to talk to you?

Dr. SHULKIN. Absolutely.

Senator TESTER. OK. You have been in the private sector, as president of a major medical center. What was your impression of the VA's relationship with local providers, maybe the last provider you worked for?

Dr. SHULKIN. Yes. Yes. I still am the CEO of——

Senator TESTER. Oh, sorry.

Dr. SHULKIN. No, that is OK——

Senator TESTER. What is the VA's relationship——

Dr. SHULKIN. Right. Right. Right. We have several VAs near us. We have the West Orange VA and the Lyons VA. We are there. We work with them when they cannot provide the services. We make sure that we have good continuity of care.

Senator TESTER. Is communication good?

Dr. SHULKIN. Communication is good, but I think that in a new VA, I think that we can do better than we have.

Senator TESTER. How about reimbursement for services?

Dr. SHULKIN. Slow. Adequate, but slow.

Senator TESTER. Do you think you can speed that up?

Dr. SHULKIN. Uh——

Senator TESTER. Do you think it is important to speed up?

Dr. SHULKIN. I think it is important that VA be seen as a good partner to the private sector, and that means good reimbursement and adequate reimbursement.

Senator TESTER. All right. One of the things that we have done here, right, wrong, or indifferent—we did it during the banking meltdown, we did it during the VA meltdown—is we went after staff. We talked about folks that need not be working at the VA anymore when, in fact, the folks who are incompetent, I think, are a small minority. I think this has had some impact on recruitment, and I think it has had some impact on retention, quite frankly, of the good people, the people we want to keep. Is there anything that you would do that would help with recruitment and retention——

Dr. SHULKIN. Yes.

Senator TESTER [continuing]. Other than what they are doing already?

Dr. SHULKIN. Yes. I do think we need to take some practices from the private sector and make sure that we are doing everything that we can to do recruitment.

Senator TESTER. What would those be?

Dr. SHULKIN. Well, I think that there are several. First of all, as you said, you have to have an environment that people want to come to work to.

Senator TESTER. Mm-hmm.

Dr. SHULKIN. VA is blessed by training 70 percent of all doctors, so they come through our doors. If they see an environment is one that puts patients first and cares about the people who work there, they are going to want to stay there. So, I think we have to fix our own internal house first.

But, I think the best practices from the private sector regarding loan repayment—I know the Choice Act has essentially helped to address some of that.

Senator TESTER. Yes.

Dr. SHULKIN. We have to have competitive pay. I know that we are working on that. We have to be out there working with private outsourcing techniques. We have to have recruitment bonuses. We have to do the things that are going to make us competitive to get the very best people to want to work at the VA.

Senator TESTER. OK. Last question. We have got a shortage of medical professionals all over this country, particularly in areas of mental health. What can you do, more than the VA is already doing, to increase medical residencies, internships, I would say from a rural perspective, somebody else might say from an urban perspective.

Dr. SHULKIN. Yes. Well, two things. One is you have authorized us to have additional Graduate Medical Education spots. I think we have to be very strategic about where we are going to use those and how we are going to use them to make sure we are training professionals in the areas that we need and the specialties we need.

But, second, I think our academic affiliations are absolutely critical, and I think working in areas like working with the University of Washington or working with the Billings Clinic or working with other academic centers, that is really something that has worked well for the VA and we have to continue to work to make that even stronger.

Senator TESTER. One more, which you can answer really quickly. Did you pay your taxes?

Dr. SHULKIN. Yes.

Senator TESTER. Thank you. [Laughter.]

Chairman ISAKSON. Thank you very much for doing that.

Senator Sullivan.

HON. DAN SULLIVAN, U.S. SENATOR FROM ALASKA

Senator SULLIVAN. Thank you, Mr. Chairman, and Dr. Shulkin, thank you for being willing to go through the confirmation process, willing to serve. I want to thank your family, as well. I know it is not always an easy process.

Let me get to a very basic question. You obviously have a very impressive resume. The description of the job that you, if you are confirmed, would undertake is the Under Secretary is the highest official directly responsible for the largest agency within the Department of the Veterans Health Administration (VHA). You know, a lot of the members of the VA, particularly over the last couple years, have come here, sat before this Committee, been hammered, bad press, things like that. Why do you want this job?

Dr. SHULKIN. I want this job because I believe that it is my duty to serve those who have served our country, and second, because

I believe I can help. There would be no other reason why I would want to be able to do this than to really give back and to make a difference.

Senator SULLIVAN. Good. I would like to ask a more specific question. So, I come from Alaska. We have the highest number of veterans per capita of any State in the Union. We are very proud of that. A lot of them are actually doctors who served in the Air Force, Army, stayed in Alaska because they see what a beautiful place it is, wonderful place.

By the way, if you are confirmed, I would welcome a commitment from you to get up to Alaska soon and see what is going on up there.

Dr. SHULKIN. I have never been. I would absolutely commit to coming and seeing Alaska.

Senator SULLIVAN. Good. Great.

Senator BLUMENTHAL. Connecticut is closer.

Dr. SHULKIN. It is. [Laughter.]

Senator ROUNDS. South Dakota is on the way. [Laughter.]

Senator SULLIVAN. None are as big, though. [Laughter.]

One of the things that—I am a lawyer and I, at one point in my career, actually tried to be a doctor, but found out I was not smart enough. But, our doctors—I have heard this from a number of doctors—they see the problems in the VA. Some of them are veterans. A lot of them are veterans, as I mentioned. They want to help. If you are an attorney, you want to help. As a matter of fact, most attorneys have pro bono legal requirements. They are supposed to go do public service, go help. If you are a doctor and you want to help the VA, my understanding from talking to doctors is the VA does not want your help. You cannot even volunteer to help the VA if you are a world class surgeon.

Dr. SHULKIN. Hmm.

Senator SULLIVAN. Do you think that is a problem? Do you think that is a culture of accepting the kind of people who want to help with regard to the system?

Dr. SHULKIN. Umm, Senator, I was not aware of that——

Senator SULLIVAN. Well, I might be wrong, but I have heard that from a number of folks. I have talked to the Secretary about it.

Dr. SHULKIN. When I mentioned that during this process I have talked to people, I cannot tell you the amount of people who have said exactly that; doctors, my dad being one of them, who said, "I would like to come and help as a psychiatrist." I did not know that that was a problem, and if confirmed, I am going to try to find out the reason why, because, frankly, we need the help.

Senator SULLIVAN. Right.

Dr. SHULKIN. We have to have standards for—we cannot let everybody come in. They have to be competent and they have to be qualified to help. But, if they are competent and qualified and they want to help this country and help the veterans, I want to find out why.

Senator SULLIVAN. Good. I would like your commitment on looking at that issue. We should be addressing that issue. That, to me, seems like a cultural issue, not an issue that makes a lot of sense. If we have a lot of doctors in this country, which we do, who want to help, who want to give free time to help our veterans, we should

not make that hard on them. We should make it easy on them. So, if you can commit to that, I think that is important.

Dr. SHULKIN. I will commit to look into that, Senator.

Senator SULLIVAN. Mr. Chairman, I am looking at my clock here. I am not sure which way it is going. It seems to be kind of going backwards, so I am trying to figure out how much time I have left.

Chairman ISAKSON. It is going back and forth. I cannot figure it out, either. [Laughter.]

Senator SULLIVAN. OK. I will keep talking until I am told to be quiet.

Chairman ISAKSON. I think you have got 2 minutes.

Senator SULLIVAN. Thank you, Mr. Chairman.

You know, Chairman Isakson and Ranking Member Blumenthal have been very focused, which we all have been, on the issue of suicide, and already had the President signing the Clay Hunt Suicide Prevention Act. But, as Senator Blumenthal mentioned, that is a downpayment, right. We have got a lot more work to do than just that Act.

As you know, on average, 22 veterans per day commit suicide. That will be, on average, two that will have happened during the course of this hearing. Yet, I think, there is some good news. The American Psychiatric Association recently had a report that talked about the veterans who actually get into the VHA for these kind of issues, who see somebody, have a much, much lower rate of suicide than those who do not.

How can we further look at fixing that, particularly when we know that if our veterans see the right people in the system, it is going to help right there?

Dr. SHULKIN. Right. Right. I think you are correct. One of the things that is going well within VA are the effective tools like our Crisis Intervention Centers, like our Counseling Centers, our Adjustment Centers that are out there. But, if we are not connecting with people, if we are not getting them into VA, then that is what I think our highest-risk veterans are, particularly for mental health disorders.

I think that as we have talked about today, we have to focus on getting the right number of individuals who are mental health professionals into the system, making sure that we identify those that are at highest risk, and we are not doing that early enough, and making sure that our treatments are effective. And, I think, one of the things about VA is using our research in this area and then putting it into clinical action.

Senator SULLIVAN. Thank you. Just one more final quick question. I know my time is out. You have run a lot of major health organizations. Give me a sense of how you have in the past and how you can in the future help change the culture of an organization, particularly an organization this large, which, to be honest, needs some cultural changes, which are not always easy to implement.

Dr. SHULKIN. Yes. Yes. Culture, no doubt, is hard to change, but I think we all know in the VA system that is one of the reasons why we got into the trouble we did. So, I think the way that you go about changing culture is making sure that you, as a leader: articulate your priorities; you back up your actions by essentially

walking the walk on there; you regularly communicate and make sure that you are in contact; and that you are out there in the field and you are listening, because no one wants to be spoken to. People want to be listened to. Working with our VSOs, working with our unions, working with our employees, our veterans groups, working with all of you, I think that is the way that you stay consistent on point to be able to change culture.

Senator SULLIVAN. Great. Thank you.

Thank you, Mr. Chairman.

Chairman ISAKSON. Senator Manchin.

HON. JOE MANCHIN III, U.S. SENATOR FROM WEST VIRGINIA

Senator MANCHIN. Thank you very much, Mr. Chairman, and thank you, Dr. Shulkin and your family, for having the desire to serve your country, and I appreciate that very much.

I am sure you are aware that prescription drug abuse is a crisis in America. In the State of West Virginia, it is the number 1 killer we have. It is not what is being dealt illegally on the street; it is what is coming out of the medicine cabinet. So, this is a very important issue for me.

I hear from veterans every day, especially those with PTSD,—which we have so many being diagnosed—as well as Traumatic Brain Injuries, chronic pain, and mental health issues. They are often given one prescription after another, which is having a devastating effect on them and their families. If you look at the highest unemployment rate in our veterans, it is because, I think, a lot of this addiction. I think we are to blame, not intentionally, but it is basically the culture we live in.

I am finding that the VA does not always offer an alternative to drugs. I mean, anymore, you can go to a dentist and they will give you oxycontin. It is just ridiculous.

In West Virginia, according to the information provided by the VA, at the Beckley VA medical center there are zero alternative treatments available. At the Clarksburg hospital there is only one.

So, I guess my question would be, sir, are you looking at other effective treatment plans? Because I would think that for us to attack culturally the prescription drug abuse that this country is experiencing right now and us being able to provide a clean generation of young adults, if we look to VA, if we look to Medicaid and Medicare, those three are about the largest in the world as far as health care delivery. If we change the culture of what we prescribe and how we prescribe it, I think we can make a tremendous change in the whole concept of the problem. Are you looking at that? Are you familiar with that? Or, would you look at something about alternative prescriptions—basically, not drugs—alternative areas of handling PTSD, some of the effects we have, and chronic pain?

Dr. SHULKIN. Yes, Senator. I recognize that this is a very important problem, and as you mentioned, this is not just a problem within VA. This is a problem in all of health care right now.

Senator MANCHIN. Sure.

Dr. SHULKIN. In fact, the percentage of patients on narcotics in VA is actually lower than in the private sector. The doses are higher, but actually, the percent is lower.

But, I do think that you have identified a key area. We have to be looking at alternatives and we have to make sure that those practices, those best practices are disseminated throughout VA with mandatory training, and if you have the ability to prescribe those drugs, you have to go through programs and academic detailing that I know VA has begun to start rolling out throughout the organization. Then, effective surveillance so we can detect when there are problems earlier, which is something that we always have not done in the past.

Senator MANCHIN. On that, you testified that you were troubled hearing about the many problems our veterans were experiencing. I have heard that many times. Like you, I am also troubled by these problems. Right now, I am carefully watching how the VA deals with a problem that we are having in Beckley, in the Beckley, West Virginia VA medical center.

A couple of weeks ago, the Office of Special Counsel released a report that substantiated allegations of switching antipsychotic drugs based solely on cost. I am sure you have been brought up to speed on this.

Dr. SHULKIN. Yes.

Senator MANCHIN. Even the providers would provide drugs they knew were effective and the patients, our veterans, were not getting it because someone made, at the executive level, a decision that that is too costly and we will not support it.

Dr. SHULKIN. Right.

Senator MANCHIN. What steps would you take and could you take, and how quickly can you do that to retrofit this problem?

Dr. SHULKIN. Right. Well, I am sure you know, being a nominee and not confirmed, I do not have all the details, but I did hear this talked about in one of the recent hearings. I know that there is an ongoing investigation. I know that that practice, if it is found to be confirmed as the facts as we understand them today, is not an acceptable practice. Steps need to be taken, both disciplinary——

Senator MANCHIN. Doctor, the way I am understanding where it is coming from, is coming from the executive, administrative branch. They are saying, basically, because of our cost constraints, no matter what the doctor may prescribe, we are not offering those because they are much more expensive. Instead, we will offer these. They have been proven in many cases, but the doctors have said that has not worked and they are being overridden by administrative decisions——

Dr. SHULKIN. Yes.

Senator MANCHIN [continuing]. In the VA, which would not be allowed in the private sector.

Dr. SHULKIN. Yes. Yes. Well, you know, Senator, prescribing drugs that are not effective is not good medicine, and if confirmed, my only support is going to be for practices that support good medicine. So, if those are practices that are ongoing, I would not be supporting those practices. It is important that people get the right medications.

Senator MANCHIN. Well, Doctor, I think you are going to enjoy bipartisan support, which is not that readily available here.

Dr. SHULKIN. Thank you.

Senator MANCHIN. Because of the quality of your past practices and, basically, your professional standing and also, I think, all that you have accomplished in your life, it is going to be a breath of fresh air. The drug problem is a severe problem in our culture and with veterans, too. We need to help defeat that. I thank you very much, sir.

Dr. SHULKIN. Thank you.

Chairman ISAKSON. Senator Moran.

HON. JERRY MORAN, U.S. SENATOR FROM KANSAS

Senator MORAN. Mr. Chairman, thank you very much, and to the Ranking Member, Mr. Blumenthal. My understanding is before I came in, you indicated opposition to the issue of transferring money from the Choice Act to the cost overruns at the Denver VA and I would like to associate myself with your remarks.

Dr. Shulkin, thank you very much for your interest in serving in this capacity. Thank you for caring about veterans in a way that lends itself to your willingness to become a significant part of the VA's effort to meet their needs.

Let me ask, because as I was walking in, you were answering a question from the Senator from Ohio, Senator Brown; you were talking about the 40-mile issue, which is one that this Committee spends a lot of time and attention on. You were talking about finding other ways to meet those veterans' needs, which I am not opposed to, but what I want assurance on is that that is not the theme of solving this 40-mile—there is still a reason to allow veterans who live more than 40 miles, some distance from a VA facility, to access community care, and part of what I heard you say in response to Senator Brown was that we are going to be finding other ways to meet those veterans' needs. You talked about telemedicine, specialized services, extending weekends and longer days.

Again, I am not opposed to that, but I would like to hear you tell me that that, in and of itself, is not the complete solution to the problem, particularly in a State like Kansas. The distance between—I represented a Congressional district before being elected to the U.S. Senate. The Congressional district is larger than the State of Illinois. There is no VA hospital in that district. So, distance matters. What I would like to hear you say is to confirm that you understand there still is a role despite all these other things the VA might do for allowing veterans to access health care in their home communities because of distance or because of timeliness.

Dr. SHULKIN. Yes. Senator, I think if you put the health needs of the veteran as the primary goal, that is going to drive you to finding the solutions. I do think, again, watching this from the outside where I sit today, I think the VA took the right steps in making the adjustments from the 40-mile change from as the crow flies to how you drive.

I know the people who work in VA want to see veterans get the right care and get it in their communities and I am committed to doing that. I do know that if we make changes that the Office of Management and Budget have estimated huge, tens of billions of dollars changes. My role, if I am confirmed, would be to put the veterans' health care front and center, but to do it in a way that

evaluates all the options to use this country's resources to the very best way possible and that is the commitment that I would do if I were confirmed.

Senator MORAN. Well, certainly, we want to do whatever we do in a cost-effective, cost-appropriate way. We are still looking at—we have been asking for cost estimates of changing the 40-mile rule probably before you were nominated, and certainly before you were being considered, and we are still looking for details on how the VA calculates what it would cost to, in my view, appropriately implement that provision about a facility within 40 miles, even though the facility does not provide the service the veteran needs. We will continue to seek that information from the Department.

But, what I want to hear from you is that you understand that there are veterans, when you are—if you are confirmed and your goal is to put the veteran first, you do recognize there are veterans that would benefit from the Choice Act and having care at home, in their home community, if that is what they choose.

Dr. SHULKIN. That is my commitment and I think you have articulated it right. It would be my goal, if I am confirmed, to understand this, along with you, in a way that would allow us to evaluate those best options.

Senator MORAN. Part of the—I mean, there is skepticism, for me, at least, about the VA's commitment to Choice, hometown services, and one of those things is the suggestion that we use part of the money from the Choice Act to pay for the cost overruns in Denver. Now, my understanding is the suggestion from the VA to do that was on the—we appropriated $15 billion, $5 billion of that to increase the number of professionals at the VA to provide services, $10 billion to pay for the Choice Act at home, and my understanding that the Aurora, CO, hospital is the part that would come from the $5 billion that is for providing hiring medical care.

What I would remind you in this circumstance is that we have waited for 4 years for a physician to be recruited to an outpatient clinic in Kansas, the Liberal CBOC. So, it is troublesome when we discover that $5 billion is coming the VA's way, but we are still 4 years away from having a physician at a CBOC in Kansas. We are still awaiting an emergency room at the Topeka Veterans Hospital, the Cotton-O'Neil Hospital, which closed about 2 years ago for lack of personnel. So, the struggle that I always have is I want to make certain the commitment is to fulfilling the needs of the veterans, particularly with $5 billion that is designed to hire more people at the VA.

Dr. SHULKIN. Senator, I absolutely hear and understand the concern. Having facilities or buildings without doctors and appropriate staff does not do anybody any good. The Choice Act was legislated with certain purposes in mind. I think that VA is committed to trying to find a way to open up, to finish the Denver debacle. But, to leave it half-built, I do not think serves anybody well, either.

I think that right now, people are putting solutions on the table. I think the overriding way that you make decisions is by saying that the care for the veterans has to be front and center and we cannot sacrifice that, but we are going to have to find a way to figure out where we can find the resources to finish the VA hospital in Denver.

Senator MORAN. Dr. Shulkin, my time has expired and I look forward to finding solutions to those problems by working with you. Thank you.

Dr. SHULKIN. Thank you.

Chairman ISAKSON. Senator Hirono.

HON. MAZIE K. HIRONO, U.S. SENATOR FROM HAWAII

Senator HIRONO. Thank you, Mr. Chairman. It is good to see you again, Doctor.

There is an understanding that our women veterans have particular kinds of needs, and I would like to have your commitment, should you be confirmed, that you will ensure that women veterans have better access to the full range of gender-specific services from the VA.

Dr. SHULKIN. Yes, Senator. Nine percent of our veterans are women and it is an area that I think VA has been catching up on, which I think they have had some very strong efforts. They have trained over 2,000 providers now in women's health care issues. My commitment would be to continue to support and accelerate those efforts.

Senator HIRONO. The support for women veterans is a particular interest of this Committee, as the Chairman did have a hearing specifically focused on the needs of women veterans.

This is a vast system that you will be in charge of, and it is probably bigger than any other arena that you have worked on. I realize that your commitment to make a difference is clear, but I am wondering whether you bring or you have a particular trait or an ability that you bring to this huge system that will enable you to succeed.

Dr. SHULKIN. Senator, I would say that single trait is that I do not give up. You know, I am absolutely committed that we have to fix this, we have to make a difference. I think the trait that helps me is that I believe in empowering people, creating a strong leadership team that shares the goals and the mission that the VA has which is a noble mission. We are going to make a difference.

Senator HIRONO. Since you mentioned the goals of the VA, one of the key issues highlighted by the Government Accountability Office's (GAO) High-Risk Report and the GAO's testimony is the ambiguous policies set at the national level. It is one of the reasons that we heard that there are different clinics and hospitals, VA hospitals, that were doing things very differently where we could not even compare apples with apples.

So, do you know if there is anyone at the VA right now who is tasked with creating or clarifying the policy to ensure that the best practices are followed and that we are able to ensure that the care across the board—we understand that there are certain localities that may have, you know, they would want flexibility—but do you know if there is anyone at the VA who is already doing this? Should you be confirmed, would this be a responsibility that you would want to see through?

Dr. SHULKIN. Yes. I do believe the Chairman actually asked this question, and at that hearing somebody was identified. Unfortunately, I do not know the individual, but I do believe there is. If I was confirmed, I would certainly want to get together with her

and make sure that there is a clear sense about accountability for not only addressing the ambiguous policies and procedures, but the other areas that the GAO report defined.

I think, Senator, the nice thing about what the GAO has done for VA is it is now an open book test. It is pretty clear. There are 100 recommendations.

Senator HIRONO. Yes.

Dr. SHULKIN. We have got to get them done. There has to be accountability. That should be done quickly, and that would be something, if I was confirmed, I would be committed to seeing through.

Senator HIRONO. Good.

I have a question for LaVerne Council. I believe she is here. Ms. Council, I am working on a proposal to automate survivors' benefits that would provide VA authority to initiate and pay veterans' survivor compensation claims without receipt of a formal application whenever sufficient evidence is of record to begin processing such claims. We have heard from claimants that there is delay, et cetera. This change is essential to automating payments of certain survivor benefits. Do you have any thoughts on the technology necessary to support such an automated system and whether a system could be implemented for all VA benefits?

Chairman ISAKSON. Ms. Council is going to testify in just a minute. She is not yet under oath.

Senator HIRONO. Oh, I am sorry.

Chairman ISAKSON. No, that is quite all right. Are you going to be able to stay a minute?

Senator HIRONO. Yes.

Chairman ISAKSON. Then I will defer to you for the first question, OK.

Senator HIRONO. Thank you.

Chairman ISAKSON. That will give you time to think about it, Ms. Council. [Laughter.]

Senator HIRONO. Yes. Well, one last question. We know that—you mentioned, Doctor, that getting the veterans into the system is really important, and we have heard that it is not that easy to identify who the veterans are. A lot of them are not in the system, and there is a thought about issuing identification cards, perhaps before they depart from active duty. Is this something that you think has merit and would you work with the Department of Defense in figuring out how best to make sure that the people who are exiting the active service, whether they can be deemed to have the full panoply of veterans' benefits, that at least they will have a card of some sort that they can bring to the VA so that you at least have that verified, that they actually were in the military.

Dr. SHULKIN. Yes, Senator. This seems like a solvable problem. You know who is serving in our military and you know that you want to connect them, and right now, we have a gap in between. So, if confirmed, I would be committed to finding a best mechanism to connect them, and looking into the identification card issue makes sense to me. I would certainly commit to looking into that and working with DOD to fix this.

Senator HIRONO. I would certainly like to follow up with you on that.

Dr. SHULKIN. OK.

Senator HIRONO. Thank you, Mr. Chairman.

Chairman ISAKSON. Thank you, Senator Hirono.

Dr. Shulkin, I want to thank you for your time and comprehensive answers. As you leave and Ms. Council comes forward, I want to remind you of a quote I wrote down that you mentioned about 35 minutes ago. You said, "My focus is first on the veterans' priorities." That is exactly what we want you to do, and the veterans' priorities are timely appointments, good quality outcomes, and a VA health care system that is responsive.

The Veterans Choice Act was what we passed as a Congress when the Veterans Administration had failed in appointment times, consults, and results. We hope you will be just as committed as you indicated in your statement to making those things work in Veterans Choice.

Dr. SHULKIN. I will. Thank you, Senator.

Chairman ISAKSON. Thank you for your testimony.

Ms. Council, please come forward. We will take a quick break so our Clerk can put a name tag up there. [Pause.]

If you will raise your right hand. Do you solemnly swear or affirm that the testimony you are about to give before the Senate Committee on Veterans' Affairs will be the truth, the whole truth, and nothing but the truth, so help you God?

Ms. COUNCIL. I do.

Chairman ISAKSON. Please be seated.

You have demonstrated great patience for an Information Technology person in going second. We are delighted to have you and I will recognize you for your opening statement.

STATEMENT OF LAVERNE H. COUNCIL, NOMINATED TO BE ASSISTANT SECRETARY OF VETERANS AFFAIRS FOR INFORMATION AND TECHNOLOGY, U.S. DEPARTMENT OF VETERANS AFFAIRS

Ms. COUNCIL. Thank you very much. Chairman Isakson, Ranking Member Blumenthal, and distinguished Members of the Committee on Veterans' Affairs, and veterans here and around the country, thank you for the privilege to appear before you today. I am honored to be nominated for the position of Assistant Secretary for the Office of Information and Technology at the Department of Veterans Affairs.

I would like to take a moment just to recognize my best friend and husband of over 25 years, Bennie. Bennie and I are blessed with one lovable and joyful son, Troy, and one surviving parent, my mother-in-law, Corrie.

Chairman ISAKSON. Now, is Troy here?

Ms. COUNCIL. No. Troy could not make it.

Chairman ISAKSON. Welcome. We are glad to have you, Bennie, and thank you for your support of your wife.

Ms. COUNCIL. I truly appreciate the confidence of President Obama and Secretary McDonald in nominating me for this position. I am fully committed to bringing my experience as a global executive in the development and execution of high-tech and health care technologies to the VA.

This role is an incredible opportunity for me, given my family's history of service to this country. You see, my father was a Navy

veteran. My stepdad serves—retired from the Army after 20 years of service. My father-in-law served in the Air Force. Last year, my nephew retired from the Navy after over 20 years of service. I represent a family that believes in this country and is willing to step forward when needed.

Although I have not personally served in the Armed Services, I was raised and influenced by many in my family who willingly served the country to protect the privileges we benefit from today. I have learned a lot from veterans, from how to make the perfect bed to how to hold my head up and be proud of who I am. Now, it is my time to serve them.

Over the last few weeks, I have had the opportunity to meet with many of you and have learned a lot. I have a better understanding of your concerns and priorities for the VA. You are looking for a secure, high service, accountable, and responsive organization. If confirmed, I plan to bring all of my experience and leadership to the IT team and quickly work with them to develop and implement a road map that will enable Secretary McDonald's vision to provide excellent customer service to veterans.

I believe that good technology requires solid engagement with people and focused processes that are developed to meet the veterans' needs. My focus will be to ensure that the team is fully engaged in working on the problems within IT and on implementing solutions to create effective interfaces to our veterans' and user communities.

Great technology requires solid engagement with people and sound business processes. When you have these two attributes, not only do you get a system to be proud of, you get a system that makes everyone proud because it is seamless and invisible. It is not the topic, but the enabler. Great systems provide insights and free up the clinician or benefits processor to provide the answers needed.

During my career, I have had the responsibility for leading some of the largest global technology groups in the world. I brought solid leadership to the forefront by collaborating with the business leaders to meet the goals and expectations of the user, but most importantly, the customer. We developed high quality, secure solutions and processes for our enterprise.

This required three core practices within IT: the first being transparent governance; the second being accountable risk management; and the third being team-enabled innovation. When these three capabilities are in place, IT works best.

If confirmed, I plan to bring these core capabilities to the VA and create a fiscally responsible organization led by employees that have the ability to quickly drive to the expected results.

We are best when the customer, in this case the veteran, is the focus of the solution. The ability to put the core recipient first has always been my driver. Good technology is secure and steps up the big challenges, not with complexity, but with simplicity that can only lead to excellence. It requires courage and curiosity and a willingness to fail fast and move forward. It also requires a "can do" spirit and a passion for success.

If confirmed, I will bring this insight and my passion to benefit the VA and our veterans everywhere.

Thank you, Chairman Isakson, Ranking Member Blumenthal, and Members of the Committee on Veterans' Affairs for your time today. I look forward to answering your questions.

[The prepared statement of Ms. Council follows:]

PREPARED STATEMENT OF MS. LAVERNE H. COUNCIL, NOMINEE TO BE ASSISTANT SECRETARY OF VETERANS AFFAIRS OFFICE OF INFORMATION AND TECHNOLOGY, U.S. DEPARTMENT OF VETERANS AFFAIRS

Chairman Isakson, Ranking Member Blumenthal, Distinguished Members of the Committee on Veterans' Affairs, and veterans here and around the country—Thank you for the privilege to appear before you today. I am honored and humbled to be nominated for the position of Assistant Secretary for the Office of Information and Technology at the Department of Veterans Affairs.

I would like to take a moment to recognize my husband of over 25 years, Bennie. Bennie and I are blessed with one lovable and joyful son, Troy, and one surviving parent, my mother-in-law, Corrie.

I truly appreciate the confidence of President Obama and Secretary McDonald in nominating me for this position, and I am fully committed to bringing my proven experience as a Global Senior Executive in the development and execution of healthcare and Hi-tech information technology strategies to the VA.

This role is an incredible opportunity for me given my family's history in service to this country. My father was a Navy veteran; my stepdad retired from the Army after 20 years of service; and my father-in-law served in the Air Force. Last year my Nephew retired from the Navy after over 20 years of service. I represent a family that believes in this country and is willing to step forward when needed.

Although I have not personally served in the Armed Services, I was raised and influenced by many in my family who willingly served this country to protect the many privileges we benefit from today. I have learned a lot from veterans, And now it is my time to serve them.

Over the last few weeks, I have had the opportunity to meet with many of you and I have a better understanding of your concerns and priorities for the VA. You are looking for a secure, high service, accountable and responsive organization.

If confirmed, I plan to bring all of my experience and leadership to the OI&T team and quickly work with them to develop and implement a roadmap that will enable Secretary McDonald's vision to provide excellent customer service to Veterans. I believe that good technology requires solid engagement with people and focused processes that are developed to meet the veteran's needs. My focus will be to insure that the team is fully engaged in working on the problems within IT and on implementing solutions to create effective interfaces to our veterans and users communities.

Great technology requires solid engagement with people and sound business processes. When you have these two attributes not only do you get a "System" to be proud of . . . you get a system that makes everyone proud because it is seamless and invisible. It is not the topic, but the enabler. It provides insights that were not expected and frees up the user (i.e., clinician, benefit analyst) to provide the answers needed.

If confirmed, I plan to create a roadmap that the team can successfully follow well beyond my time in this role to insure interoperability and continued delivery to the veteran. I also hope to show how agile and new technical strategies can result in useful solutions that will support the needs of the veteran faster than previously believed.

What I like about IT and what makes it so frustrating for so many is that the science is new and ever changing. It requires people that do not fear the new frontier but that understand the life cycle of technology to know how to bring the best in class to bear on behalf of those that have given their best.

During my career I have had the responsibility for leading some of the largest global technology groups in the world. I brought solid leadership to the forefront by collaborating with the business leaders to meet the goals and expectations of the user and most importantly the customer. We developed high quality; secure solutions and processes for the enterprise. This required three core practices within IT: Transparent Governance, Accountable risk management and Team enabled innovation. When these three key capabilities are in place IT works best.

If confirmed, I plan to bring these core capabilities to the VA and create a fiscally responsible organization led by employees that have the ability to quickly drive to the expected results. This will also increase the ability to attract and maintain highly qualified personnel, which is a requirement if you hope to have world class IT.

I have always enjoyed addressing tough challenges and have worked very hard to maintain problem-solving skills that support the capability to merge strategic, operational and tactical initiatives to drive growth and innovation. I am best when the customer—and in this case, the veteran—is the focus of the solution. The ability to put the core recipient first has always been my driver.

Good technology is secure and steps up to big challenges not with complexity, but with simplicity that can only lead to excellence. It requires courage and curiosity and a willingness to fail fast and move forward. IT also requires a can do spirit and a passion for success. If confirmed, I will bring all that insight and my passion to benefit the VA and our Veterans everywhere. Thank you.

[The Committee questionnaire for Presidential nominees follows:]

PART I: ALL OF THE INFORMATION IN THIS PART WILL BE MADE PUBLIC

1. Basic Biographical Information

Please provide the following information.

Position to Which You Have Been Nominated	
Name of Position	**Date of Nomination**
Assistant Secretary for Information and Technology, Department of Veterans Affairs	**March 19, 2015**

Current Legal Name			
First Name	**Middle Name**	**Last Name**	**Suffix**
LaVerne	**Horton**	**Council**	

Addresses					
Residential Address (do not include street address)			**Office Address** (include street address)		
[redacted]			**Street:** **5 Stevens Road**		
City: **Mendham**	**State:** **NJ**	**Zip:** **07945**	**City:** **Mendham**	**State:** **NJ**	**Zip:** **07945**

Other Names Used						
First Name	**Middle Name**	**Last Name**	**Suffix**	Check if Maiden Name	**Name Used From** (Month/Year) (Check box if estimate)	**Name Used To** (Month/Year) (Check box if estimate)
LaVerne		Horton		x	12/1961	10/1989
					Est ☐	Est ☐

Birth Year and Place	
Year of Birth (Do not include month and day)	**Place of Birth**
1961	East Chicago, Indiana

Marital Status					
Check All That Describe Your Current Situation:					
Never Married	**Married**	**Separated**	**Annulled**	**Divorced**	**Widowed**
☐	x	☐	☐	☐	☐

Spouse's Name (current spouse only)			
Spouse's First Name	**Spouse's Middle Name**	**Spouse's Last Name**	**Spouse's Suffix**
Bennie	Edward	Council	Jr.

Spouse's Other Names Used (current spouse only)						
First Name	**Middle Name**	**Last Name**	**Suffix**	Check if Maiden Name	**Name Used From** (Month/Year) (Check box if estimate)	**Name Used To** (Month/Year) (Check box if estimate)
					Est ☐	Est ☐
					Est ☐	Est ☐

Children's Names (if over 18)			
First Name	**Middle Name**	**Last Name**	**Suffix**

2. Education

List all post-secondary schools attended.

Name of School	Type of School (vocational/technical/trade school, college/university/military college, correspondence/distance/extension/online school)	Date Began School (month/year) (check box if estimate)	Date Ended School (month/year) (check box if estimate) (check "present" box if still in school)	Degree	Date Awarded
Western Illinois University	University	8/1980	12/1983	Bachelor of Business Administration	12/1983
Illinois State University	University	8/1984	8/1986	Masters of Business Administration	8/1986

3. Employment

(A) List all of your employment activities, including unemployment and self-employment. If the employment activity was military duty, list separate employment activity periods to show each change of military duty station. Do not list employment before your 18th birthday unless to provide a minimum of two years of employment history.

Type of Employment (Active Military Duty Station, National Guard/Reserve, USPHS Commissioned Corps, Other federal employment, State Government (Non-federal Employment), Self-employment, Unemployment, Federal Contractor, Non-Government Employment (excluding self-employment), Other	**Name of Your Employer/ Assigned Duty Station**	**Most Recent Position Title/Rank**	**Location** (City and State only)	**Date Employment Began** (month/year) (check box if estimate)	**Date Employment Ended** (month/year) (check box if estimate) (check "present" box if still employed)
Non-Government Employment	Western Illinois University	Math Tutor	Macomb, IL	8/1980	5/1981
Non-Government Employment	Judy's Music Studio	Clerk	Hammond, IN	6/1981	8/1981
Non-Government Employment	Western Illinois University	Resident Assistant	Macomb, IL	8/1981	5/1983
Non-Government Employment	Inland Steel, Inc	Inventory Control	East Chicago, IN	6/1982	8/1982
City Government Employment	East Chicago City Hall	Summer Promotions Lead	East Chicago, IN	6/1983	8/1983
Unemployed	Last Semester of College		Macomb, IL	8/1983	12/1983
Non-Government Employment	State Farm Insurance	Systems Analyst	Bloomington, IL	1/1984	5/1987
Non-Government Employment	Tennessee Valley Authority	Mgt. Analyst	Knoxville, TN	5/1987	1/1989
Non-Government Employment	Accenture	Sr. Manager	Cleveland, OH	1/1989	4/1995
Non-Government Employment	Mercer Mgt Consulting	Principal	Cleveland, OH	4/1995	4/1997
Non-Government Employment	Ernst & Young, LLP	Partner	Cleveland, OH	5/1997	5/2000

Non-Government Employment	Dell Inc.	Global Vice President I/T	Austin, TX	5/2000	4/2006
Unemployed	Vacation			5/2006	6/2006
Non-Government Employment	Johnson & Johnson, Inc.	Corporate Vice President and Chief Informatio n Officer	New Brunswick, NJ	6/2006	12/2011
Unemployed	Vacation			1/2012	2/2012
Self-Employed	Council Advisory Services, LLC	Chief Executive Officer	Mendham, NJ	3/2012	present

(B) List any advisory, consultative, honorary or other part-time service or positions with federal, state, or local governments, not listed elsewhere.

Name of Government Entity	**Name of Position**	**Date Service Began** (month/year) (check box if estimate)	**Date Service Ended** (month/year) (check box if estimate) (check "present" box if still serving)
Not applicable		Est ☐	Est ☐ Present ☐
		Est ☐	Est ☐ Present ☐
		Est ☐	Est ☐ Present ☐

4. Honors and Awards

List all scholarships, fellowships, honorary degrees, civilian service citations, military medals, academic or professional honors, honorary society memberships and any other special recognition for outstanding service or achievement.

Drexel University, Philadelphia, Pennsylvania – 6/2010
Doctor of Business Administration, *honoris causa*
(first time in Drexel's history that actual degree given to an individual due to achievements)

Western Illinois University, Macomb, Illinois - 12/1982
Bachelor of Business Administration (Highest Honors) Emphasis: Computer Science – Phi Kappa Phi

Image Award from Phi Beta Sigma Fraternity, Inc. – 7/2013

National Co-Chair March for Babies Campaign – 1/2011

Named "Women of Substance" by Odyssey Media - 5/2011

Ernst & Young – Alumni Business Achievement Award – 12/2010

Featured in *Chief Supply Chain Officer Insights* as one of the top Supply Chain Leaders of the last 20 years – 4/2011 (Est)

The Glass Breakers – the fabulous 15 – *Pink* Magazine - 5/2013

Top 75 Black Women in Business by *Black Enterprise* - 5/2010

Business Technology Quarterly's Top 5 Best CIOs in America 6/2009 (Est.)

Computerworld's Premier 100 I/T Leaders 5/2009

Global CIO Executive Summit: Top 10 Leader and Innovators – 9/2009

Forbes.com - Technology's Power Women in their Tough, Tech-Smart and Female article – 5/2009

Illinois State University's Business Hall of Fame – 11/2009

PINK Magazine Top 15 Women in Business – 2/2009

New Jersey Technology Council CIO Hall of Fame – 6/2009 (Est.)

Loyola University's Executive of the Year – 11/2008

Global CIO Executive Summit: Top 10 Leader and Change Agent – 9/2008

Featured in *CIO* Magazine; article entitled *The Art of the Deal – 2/2008*

Invited to Fortune's Most Powerful Women Conference – 9/2007 - present

Featured on CNN's Change Artists' program 1/2007

Featured *Diversity Journal* as one of 45 "Women Worth Watching" 2004

Featured *Austin Business Journal* as a "Power Award" winner 2003

5. Memberships

List all memberships that you have held in professional, social, business, fraternal, scholarly, civic, or charitable organizations in the last ten years.

Unless relevant to your nomination, you do NOT need to include memberships in charitable organizations available to the public as a result of a tax deductible donation of $1,000 or less, Parent-Teacher Associations or other organizations connected to schools attended by your children, athletic clubs or teams, automobile support organizations (such as AAA), discounts clubs (such as Groupon or Sam's Club), or affinity memberships/consumer clubs (such as frequent flyer membersbips).

Name of Organization	Dates of Your Membership (You may approximate)	Position(s) Held
March of Dimes	12/2005 - present	Trustee Chair - Board of Trustees (6/2011 – present)
Executive Leadership Council	6/1997 - present	Member Board Member (2003-2005)
Delta Sigma Theta, Inc	8/1987 – present	Member
Liberty Science Center	8/2006 - 4/2008	Member Chair (1/2007 – 4/2008)
Corporate Executive Board (Executive and Board Symposium)	1/2002 - 12/2011	Member
Foundation Board for the Children's Hospital of Austin (Now Dell Children's Medical Center of Central Texas)	4/2003 - 5/2006	Member
The Conference Board	1/2000 - 12/2011	Member
Austin Partners in Education	1/2002 - 5/2006	Member
Microsoft CIO Advisory Board	4/2004 - 10/2011	Member
Evanta CIO Summit	9/2010 – 12/2011	Member
Workforce Opportunity Services – Advisory Committee	6/2009 – 12/2011	Member
Phi Beta Lambda	9/1981 – 12/1983	Member
Research Board	6/2006 – 12/2008	Member

6. Political Activity

(A) Have you ever been a candidate for or been elected or appointed to a political office?
No

Name of Office	Elected/Appointed/ Candidate Only	Year(s) Election Held or Appointment Made	Term of Service (if applicable)

(B) List any offices held in or services rendered to a political party or election committee during the last ten years that you have not listed elsewhere.

Name of Party/Election Committee	Office/Services Rendered	Responsibilities	Dates of Service

(C) Itemize all individual political contributions of $200 or more that you have made in the past five years to any individual, campaign organization, political party, political action committee, or similar entity. Please list each individual contribution and not the total amount contributed to the person or entity during the year.

Name of Recipient	Amount	Year of Contribution
Obama for America	$500	2012
J&J PAC	$400	2010
J&J PAC	$400	2011

7. Publications

List the titles, publishers and dates of books, articles, reports or other published materials that you have written, including articles published on the Internet.

Title	Publisher	Date(s) of Publication

8. Public Statements

(A) List any testimony, official statements or other communications relating to matters of public policy that you have issued or provided or that others presented on your behalf to public bodies or officials.

(B) List any speeches or talks delivered by you, including commencement speeches, remarks, lectures, panel discussions, conferences, political speeches, and question-and-answer sessions. Include the dates and places where such speeches or talks were given.

Drexel University, Philadelphia, Pennsylvania – 6/2010
Commencement Address – College of Information Science and Technology and the Antoinette Westphal College of Media Arts & Design

Image Award from Phi Beta Sigma Fraternity, Inc. Philadelphia, Pennsylvania 7/2013
Lunch Keynote Address on behalf of the March of Dimes

Odyssey Media – Moderator of Panel Discussion – Naples, Florida 5/2013; 5/2011; 5/2010

Black Enterprise Women's Leadership Summit - Panel Discussion – Orlando Florida 2/2013

Computerworld 2009 Conference - Keynote- Colorado, Springs, Colorado 5/2009

Illinois State University – Remarks - Nomal, Illinois 11/2009

Illinois State University Business Week – Keynote - Normal, Illinois 4/2011

New Jersey Technology Council CIO Hall of Fame – Keynote - Mount Laurel, NJ 6/2009 est

Loyola University – Keynote - Baltimore, Maryland 11/2008

Global CIO Executive Summit: Top 10 Leader and Change Agent – Remarks - Phoenix, AZ 9/2008

Featured on CNN's Change Artists' program, Interview in studio aired on CNN International throughout 2007

Business Technology Quarterly's Top 5 Best CIOs in America - Panel discussion - New York, New York 6/2009 est.

Global CIO Executive Summit: Top 10 Leader and Innovators – Remarks - Phoenix, AZ 9/2009

PINK Magazine – Remarks - New York, New York 2/2009

National Black Data Processing Association – Keynote - Chicago, IL 8/2011

March of Dimes Foundation, Keynote, New Orleans, LA 1/2014

March of Dimes Foundation, Keynote, Honolulu, Hawaii 7/2014

March of Dimes Foundation, Keynote, Washington, DC 9/2013

March of Dimes Foundation, Keynote, Orlando, FL 7/2012

March of Dimes Foundation, Keynote, Houston, TX 10/2013

March of Dimes Foundation, Keynote, Atlantic City, NJ 10/2013

March of Dimes Foundation, Remarks, Hyde Park, NY 3/2014

March of Dimes Foundation, Remarks, San Francisco, CA 6/2012

July 2005 - Speaker Working Women of Color Conference – Sponsored by Working Mothers Magazine

Lead Texas Conference - Keynote 6/2006; 3/2005; 11/2003

Women & Diversity Leadership Summit in Washington, DC - Panel Participant 10/2002

Executive Leadership Council's CEO Diversity Summit in Washington, DC 10/2002

National Black MBA Conference in Nashville - Panel Participant 9/2002

Congressional Black Caucus (African-American Women & Technology: The Digital Dividend) - Panel Participant, Washington DC 9/2002

Supply Chain Council Senior Executive Retreat – Keynote- Phoenix, AZ 2/2002

Congressional Black Caucus (Science & Technology Braintrust) - Panel Participant, Washington DC 9/2001

(C) List all interviews you have given to newspapers, magazines or other publications, and radio or television stations (including the dates of such interviews).

Featured in New York Times best seller the *Right Fight* by Saj-Nicole Joni and Damon Beyer – 6/2010

Featured in issue of *Connector* - Ernst and Young's alumni magazine 12/2010

Business Technology Quarterly's Top 5 Best CIOs in America 6/2009 est.

Computerworld's Premier 100 I/T Leaders 5/2009

Global CIO Executive Summit: Top 10 Leader and Innovators – 9/2009

Forbes.com - Technology's Power Women in their Tough, Tech-Smart and Female article - 5-2009

Inducted into Illinois State University's Business Hall of Fame – 11/2009

PINK Magazine Top 15 Women in Business – 2/2009

New Jersey Technology Council CIO Hall of Fame – 6/2009 est

Loyola University's Executive of the Year – 11/2008

Global CIO Executive Summit: Top 10 Leader and Change Agent – 9/2008

Featured in CIO Magazine; article entitled *The Art of the Deal – 2/2008*

Invited to Fortune's Most Powerful Women Conference – 9/2007 - present

Featured on CNN's Change Artists' program 1/2007

Featured in Eenadu (one of the largest news magazines in India) 6/2007

Featured in *Diversity Journal* as one of 45 "Women Worth Watching" 2004

Featured in *Austin Business Journal* as a "Power Award" winner 2003

Featured in *Diversity/Careers in Engineering & Information Technology* 10/2003

Featured in Dell's internal publication *Leadership Direct* 9/2003

9. Agreements or Arrangements

√ See OGE Form 278. (If, for your nomination, you have completed an OGE Form 278 Executive Branch Personnel Public Financial Disclosure Report, you may check the box here to complete this section and then proceed to the next section.)

As of the date of filing your OGE Form 278, report your agreements or arrangements for: (1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment.

Provide information regarding any agreements or arrangements you have concerning (1) future employment; (2) a leave of absence during your period of Government service; (3) continuation of payments by a former employer other than the United States Government; and (4) continuing participation in an employee welfare or benefit plan maintained by a former employer other than United States Government retirement benefits.

Status and Terms of Any Agreement or Arrangement	Parties	Date (month/year)

10. Lobbying

In the past ten years, have you registered as a lobbyist? NO
If so, please indicate the state, federal, or local bodies with which you have registered (e.g., House, Senate, California Secretary of State).

11. Testifying Before the Congress

(A) Do you agree to appear and testify before any duly constituted committee of the Congress upon the request of such Committee? YES

(B) Do you agree to provide such information as is requested by such a committee? YES

[A letter from the Office of Government Ethics follows:]

UNITED STATES OFFICE OF
GOVERNMENT ETHICS

MAR 27 2015

The Honorable Johnny Isakson
Chairman
Committee on Veterans' Affairs
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by LaVerne H. Council, who has been nominated by President Obama for the position of Assistant Secretary for Information and Technology, Department of Veterans Affairs.

We have reviewed the report and have obtained advice from the agency concerning any possible conflict in light of its functions and the nominee's proposed duties. Also enclosed is an ethics agreement outlining the actions that the nominee will undertake to avoid conflicts of interest. Unless a date for compliance is indicated in the ethics agreement, the nominee must fully comply within three months of confirmation with any action specified in the ethics agreement.

Based thereon, we believe that this nominee is in compliance with applicable laws and regulations governing conflicts of interest.

Sincerely,

David J. Apol
General Counsel

Enclosures

1201 New York Avenue, NW, Suite 500 | Washington, DC 20005
www.oge.gov

[Letter from LaVerne H. Council to the Office of General Counsel, U.S. Department of Veterans Affairs:]

February 27, 2015

Ms. Renée L. Szybala (023)
Assistant General Counsel and
Designated Agency Ethics Official
U.S. Department of Veterans Affairs
Washington, D.C. 20420

Dear Ms. Szybala:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Assistant Secretary for Information and Technology of the U.S. Department of Veterans Affairs.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

I am the CEO of my consulting company, Council Advisory Services, LLC. Upon confirmation, Council Advisory Services, LLC, will cease engaging in any business. During my appointment to the position of Assistant Secretary, Council Advisory Services, LLC, will remain dormant and will not advertise. I will not perform any services for Council Advisory Services, LLC, except that I will comply with any requirements involving legal filings, taxes and fees that are necessary to maintain this company while it is in an inactive status. As Assistant Secretary, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of Council Advisory Services, LLC. In addition, I will not participate personally and substantially in any particular matter involving specific parties in which I know a former client of mine is a party or represents a party for a period of one year after I last provided service to that client, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Upon confirmation, I will resign from my position with Tiatros LLC. I will divest my stock in Tiatros LLC within 90 days of my confirmation. I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of this entity until I have divested it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). For a period of one year after my resignation, I also will not participate personally and substantially in any particular

matter involving specific parties in which I know Tiatros LLC, is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Upon confirmation, I will resign from my positions as Chair, National Board of Trustees for the March of Dimes Foundation and as a Member, Board of Overseers, Columbia University, Mailman School of Public Health. For a period of one year after my resignation from each of this entities, I will not participate personally and substantially in any particular matter involving specific parties in which I know either the March of Dimes Foundation or Columbia University is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I will divest my interests in the following entities within 90 days of my confirmation: Amazon, Apple, Cerner, Cisco, Google, McKesson, Qualcomm and Salesforce.com. With regard to each of these entities, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the entity until I have divested it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that I may be eligible to request a Certificate of Divestiture for qualifying assets and that a Certificate of Divestiture is effective only if obtained prior to divestiture. Regardless of whether I receive a Certificate of Divestiture, I will ensure that all divestitures discussed in this agreement occur within the agreed upon timeframes and that all proceeds are invested in non-conflicting assets.

I have been advised that the duties of the position of Assistant Secretary may involve particular matters affecting the financial interests of the following entities: Alibaba and Facebook. The agency has determined that it is not necessary at this time for me to divest my interests in these entities because the likelihood that my duties will involve any such matter is remote. Accordingly, with regard to each of these entities, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the entity for as long as I own it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Finally, I understand that as an appointee I am required to sign the Ethics Pledge (Exec. Order no. 13490) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

Sincerely,

Chairman ISAKSON. Thank you, Ms. Council. We welcome you. And, as I promised Senator Hirono, I will let her ask her question now.

Senator HIRONO. Thank you very much, and again, I apologize for jumping the gun.

Since you already heard the beginning part of my question, this has to do with enabling the VA to automate certain kinds of, in this case, survivor benefits. I think it would be really helpful if

there was a system that could then also automate other benefit payments. So, is this something that you would like to opine upon? Do you have—since I expect you to be confirmed——

Ms. COUNCIL. Thank you, Senator Hirono, and thank you for a second opportunity to answer that question. I do believe that good processes should be enabled by systems, especially where it makes sense. Having an enterprise architecture, a process that everyone can follow to know what would happen, especially in survivors' benefits, really makes a difference.

As a child of a mom who had to leverage those benefits, and as a person that has engaged with many veterans and spouses who have leveraged those benefits, it can be very difficult today. I would like to see it be easier and I think technologies can enable that.

Senator HIRONO. Yes, and especially as so many payments, for example, Social Security payments that go out to millions of people in our country are automated, so this would be an area where I think we can really help our beneficiaries in a much more efficient way.

Mr. Chairman, may I go on, or do I just get to ask that one question——

Chairman ISAKSON. No, you may. I am going to let you go first. You go ahead. You have got 3 minutes and 26 seconds.

Senator HIRONO. Thank you.

Now, I am sure that you have also heard of the millions and millions of dollars that have already been put into, basically, to improve the electronic record of our active duty and then our veterans between DOD and VA and we are still not there. Would this be a responsibility that you would have, assuming that this is still a goal for both the VA and the DOD? I think it is a good goal, but apparently rather elusive.

Ms. COUNCIL. Yes. That is a question that has been raised, and if confirmed, one of the focuses of my time would be to ensure that handshake between the active duty servicemen and the VA prior to them leaving active duty. I believe that the best information is information that is gotten at point of disposition, which means well before the person actually needs the benefit. That is probably the best way for us to ensure the accuracy of the data, and I think data should be the focus, not systems. This is a data accuracy, a data interoperable question, and I think there are ways with new technology that we can do that securely and also engage the active servicemen to let them know what their benefits and opportunities are with the VA well before they need them.

Senator HIRONO. I think that if we can develop a way that the information for the active duty person, all of the medical information, et cetera, could be in more of a data kind of a way, computerized in some way, because an issue is that they constantly—it is paper being shuffled back and forth where claim documents are lost. It is highly frustrating. So, if we can develop a way for the information to be input, as so much information currently already is in other arenas, I think this would be a really fantastic step forward for our active duty who are going on to veteran status. I hope that this is something that you would work on.

One of the issues that also keeps coming up with the veterans that I meet with is that they do not have access to enough informa-

tion as to the kinds of programs that they can apply for and qualify for. Not all of them, for example, have computers, but that is one of the best ways that we can reach them.

I realize that you are going into an information technology position, should you be confirmed, but the whole idea of how we can transmit information not just electronically or through the Internet but in some other ways, would that also—would those other methods be within your scope of responsibility?

Ms. COUNCIL. One of my beliefs is that as an executive in any role, you have a responsibility to figure out how to get things done, not just what is in your area of control. I think that through mobility, smart phone usage, which most people have today, as well as smart devices that now can read and give you information on your medical well being, there are ways to get information utilizing technology that can help the veterans stay healthy, share with the doctor where the veteran is, as well as engage them on how and what they need to do as far as their services. So, I think we have opportunities and I would look forward to looking into that.

Senator HIRONO. Thank you.

Thank you, Mr. Chairman.

Chairman ISAKSON. Thank you, Senator Hirono. Thank you very much.

Senator Blumenthal.

Senator BLUMENTHAL. Thanks, Mr. Chairman.

As you probably know, Ms. Council, there has been repeated criticism, perennial criticism, of the lack of seamless interoperability between the VA and the Department of Defense, and I wonder if you could tell the Committee what steps you intend to take to make sure that this system works better so that veterans who leave the military have the benefit of all their medical records, the continuity of care they need and deserve, both with respect to treating physicians and pharmaceutical drugs.

Ms. COUNCIL. Thank you, Senator Blumenthal, for that question. This is something that has arisen as I have talked to many of you over the last few weeks, and the need to have that handshake and the transference of information is real. I think the focus initially was on the development of a system, but the reality is, is really the sharing of the data and having accurate data follow the individual as they move through their lifetime. That is how we have to look at it.

We would have to manage this in many ways like the experience I had managing the supply chain. You do it from the beginning to the end and the data stays with the person. With today's capabilities through everything from cloud technology to—it will change the interoperability flow.

I think there are some real opportunities for us, and fundamentally, under the MyVA program, which is part of Secretary McDonald's strategy, that creates an opportunity for us to really have that handshake and carry that information through with the veteran, again, well before they become—well before they leave the active services.

Senator BLUMENTHAL. My understanding is that the two systems still do not mesh properly——

Ms. COUNCIL. Yes——

Senator BLUMENTHAL [continuing]. Is that correct?

Ms. COUNCIL. That is correct. That is also my understanding.

Senator BLUMENTHAL. So, my question to you, with your expertise in the IT area, is where steps need to be taken, what those specific steps are. Is it software? Is it hardware? Is it other possible deficiencies?

Ms. COUNCIL. No, I think it is data, and that is my point. I think it is not necessarily interoperability of the systems. It is interoperability of the data, and that would be the first thing we would go after is giving access to the active service veteran to get the data as well as working with the DOD on getting the data accurate so we can have it for the lifespan. I was not being clear, but that will be the way that we will get that handshake. Versus trying to make two systems work, you make the data work, and you move the data, you use the data, you analyze the data, and that is the data we share.

Senator BLUMENTHAL. What is your timetable for achieving the interoperability of the data?

Ms. COUNCIL. If confirmed, I will spend time with the team to lay that out and that would be part of the road map that we would put in place that they would be able to follow once I am there and once we get going.

Senator BLUMENTHAL. Well, I would just make the observation that I have sat at this table for a number of years and we have heard a lot about plans and blueprints and road maps, and the problem, as you have observed, continues to this day. That is not a criticism of you because you are coming into this situation——

Ms. COUNCIL. Mm-hmm.

Senator BLUMENTHAL [continuing]. But, I would ask that you provide the Committee with a time table and specific steps as part of your confirmation process.

Ms. COUNCIL. If I may——

Senator BLUMENTHAL. Please.

Ms. COUNCIL. One of the reasons that I think I was called for this job is because of my reputation of being able to do what I said I will do. I will assure you that you will have a road map that will lay out a score card and the capability of providing that information; how it should be done. As I have gone through this process and spoken to many, what I have focused on is what they can do, not what they cannot. This is something that is doable, it is something that has been done, and in my 30 years of experience, I have seen the complexity that we see here and the non-standardization that we see here. It is surmountable, sir.

I will tell you as I stand on the many veterans that I represent, this has got to be right. The veterans deserve it and I will make it my duty to make it right.

Senator BLUMENTHAL. Well, thank you. We will be counting on you.

Let me just finish with one last area, the security of data. What steps need to be taken to assure that there are no breaches, no hacks, no intrusions into the VA data system?

Ms. COUNCIL. That is always my primary place to start. Once confirmed, I will dig into security initially. I was the head of security at my relationship with Dell, as well as with Johnson & John-

son, which are global organizations across 57 countries. Good security requires solid risk management. We will have to put that in place. That will be the first question that I go into. I want to understand our security posture, what issues we have had. But, what I can assure you is at no time during my career has there ever been a zero day infarction or hack on my time.

Senator BLUMENTHAL. Thank you very much.

Thanks, Mr. Chairman.

Chairman ISAKSON. Dr. Cassidy.

HON. BILL CASSIDY, U.S. SENATOR FROM LOUISIANA

Senator CASSIDY. Hey, Ms. Council. Good afternoon. I listened to your response to Mr. Blumenthal. Now, we may just be using different terms, but interoperability of a system—I am a physician, and so I know if I am trying to access data that is resident at another hospital and the patient is comatose, I really cannot rely upon the patient to hand me the data themselves. I have to be able to get into their system.

I am concerned. I have read recently about DOD's $11 billion RFP for a new system and it is not clear it is going to be interoperable. In fact, the best I can figure out, it is not going to be interoperable with the VA. Now, it is the DOD putting the RFP, not you——

Ms. COUNCIL. Mm-hmm.

Senator CASSIDY [continuing]. But, I was in another committee hearing and I asked Karen DeSalvo, who is with the Office of Something-Something, and she said, no, they have some role in this. She says it is very frustrating. She thinks it is going to have a requirement of interoperability; not quite sure. She also said there is a culture problem, implying that DOD and VA and their cultures do not share data.

So, I guess this is a kind of a multi-pronged question. First, I like Senator Blumenthal's position. I would love to have some daggone deadlines where we are going to have interoperability. I know that you have not yet been approved yet, but just to say what will make Dick and I happy guys.

Second, the culture. If there is a culture which is not sharing data, that somehow we isolate the reasons for that culture and begin to change it.

Third, the RFP that DOD is putting out in some way guarantees that VA is going to share data.

Now, obviously, I am venting a little bit, but what are your thoughts upon that which I just said.

Ms. COUNCIL. I totally agree with the opportunity to have the data shared between the DOD and the VA. There is no reason that the data should not be shared.

I do believe that, if confirmed, it would be my responsibility to come back and show you the road map and how we will get that corrected. I would see that as part and parcel responsibility of this role. I hope to have the time and the effort to put that in place.

I do believe there is an answer, although I have not looked at all the information because I have not seen it all. But, I will tell you, if there is an issue around interoperability, it has to do with one being about software and one being a Vista in place. The Vista

system in place versus trying to work it with another system is the question that I think is at hand, and based on my architectural experience, this is an architectural question. This is a data question, less of a system question. I do believe there is a surmountable answer which I would love to have the opportunity to work with the teams, to work together to solve.

Senator CASSIDY. OK. Well, that is, I guess, my question. I yield.

Chairman ISAKSON. Senator Sullivan.

Senator SULLIVAN. Thank you, Mr. Chair.

Ms. Council, I am going to start with just a question I asked Dr. Shulkin. You know, we looked at your background, we looked at your resume, very impressive. You are coming to an agency that is, obviously, a very important one, but also one that has been under a lot of criticism, a lot of witnesses coming before this panel and other panels getting pounded by Members of Congress. What is your motivation? Why do you want this job?

Ms. COUNCIL. I have to tell you that when the call first came for this position back in November, I really thought it might have been a crank call. I was not sure who would be calling me about the VA, given that what I had read and seen would not make me somebody who would be running out to want to fix this.

However, when I started talking to Secretary McDonald and I took the time to understand the issues, I came back and I started talking to my husband. I looked at my background, I looked at the people that have supported me, I thought about what we have a responsibility to do as a country, and I thought about the fact of could I do this. Do I have all the capabilities and the leadership to do it? When I looked at my background, there was nothing that said I could not do it. It was saying everything about me said I could, and everything about me said I should. I was raised by a very strong parent that said, if you can, you must.

So, even though this is an environment that probably is tougher in many ways, maybe is a little more personal than I am used to, you will find that I will bring everything to bear that I have had an experience to do and a blessing to do for many large companies to the VA. I feel very seriously that the veterans deserve a good opportunity. They deserve systems that work, and fundamentally, as a U.S. taxpayer—I do pay my taxes—I want to see that we do the best we can with what we have, so——

Senator SULLIVAN. Well——

Ms. COUNCIL [continuing]. You cannot complain if you are not willing to help.

Senator SULLIVAN. There you go. Well, I read your background. I appreciate your—obviously, it is very impressive from the private sector. It is also very impressive as somebody who is looking at the VA, the number of family members that you have in your family who have served in the military.

Let me go to that issue. You are coming in from the private sector. You have done a lot of work in the private sector. There is a common perception here that the VA needs some changes in its culture.

Ms. COUNCIL. Mm-hmm.

Senator SULLIVAN. Have you worked on those kind of issues in terms of some of your consulting roles with large organizations,

and if so, what lessons would you bring to the VA that can help it change its culture to deliver services for its customer, which you noted in your written testimony is our men and women who served in the military?

Ms. COUNCIL. Thank you for that question, because it is probably where I am most capable. I was the first global Chief Information Officer at Johnson & Johnson's 125-year history. That meant bringing 250 operating companies together across 57 countries in the world. That had not been done before and it required a change and a change that said that I was willing to talk to the employee and help them understand what their responsibilities were.

I believe in an open door policy and an empowered employee. I like to remind——

Senator SULLIVAN. Well, what if the employees are not—I mean, part of it, and again, I think most of the employees at the VA want to serve their veterans, but are very focused on the customer. But, there has been a culture, decades, really——

Ms. COUNCIL. Mm-hmm.

Senator SULLIVAN [continuing]. That has been very resistant to change. And, we are trying to help here, but certainly we need administrators, senior leadership, that can press that change. What are the—give me your examples or priorities of how you would do that, again, drawing on your experience, which has a lot of focus on that kind of cultural change at private sector organizations.

Ms. COUNCIL. To get that kind of change to stick, it really requires the three things that I mentioned. It requires transparent governance. We have got to make sure that everyone knows what we are working on and that we are focused on a critical few. We cannot focus on everything. We have got to focus on what matters.

Second, we have to have accountable risk management, which means that we are managing our risks, we know who is accountable for managing the risk, and that every employee knows their role and responsibility attached to that.

Then, ultimately, we have to have a team that knows that they are the ones that are really responsible for the solutions, not contractors, but themselves. Fifty-six percent of the employee base at the VA are veterans. I believe that if they got into IT, they got into it to solve problems. That is why people start there. Which I believe that if they know that the expectation is that they will step forward and have the opportunities to solve those problems, they will.

You have to continue to share those messages. You have to continue to engage. You have to engage with the business partners, but you have got to engage with those employees.

Change is never easy, and as you know, everybody wants everyone else to change first. But, you have got to show what is the benefit of it, be conscious of what you are asking people to do, and be there when they do it.

Senator SULLIVAN. Thank you.

Thank you, Mr. Chairman.

Chairman ISAKSON. Thank you, Senator Sullivan.

You made a comment during your testimony when you said it is not the topic, it is the enabler. I think that is exactly what you are explaining about changing a culture and an organization. No mat-

ter what the problem you overcome, it is the enabler that gets everybody together moving in the same direction where this transparency concept and team responsibility to go forward. Is that right?

Ms. COUNCIL. Yes, sir.

Chairman ISAKSON. You know, the reason I let Ms. Hirono go ahead was: one, out of respect for ladies, I always want a lady to go first; and, two, I wanted to be last because when I read your resume, I found it remarkable in a number of ways. The 11 years between 2000 and 2011 with the Global Vice President of Dell and the Corporate Vice President in Johnson & Johnson, that is quite a decade of service. I then looked over at the awards and recognitions and see you have been in the top ten or top 15 most women to watch in America over a long period of time. You must really know your stuff.

Ms. COUNCIL. I try to have good teams and I try to be a good leader, sir.

Chairman ISAKSON. Will you do one thing for me?

Ms. COUNCIL. Yes, sir.

Chairman ISAKSON. I ran a pretty large real estate company during the dot-com era when we went from paper and pencil to computer work and technology and from answering machines and voice mails. This was before the iPad and the iPhone. Then, the Governor fired the State Board of Education in my State because they had a huge mix-up in preparing for Y2K and asked me to come down to run the State Department of Education, to fix the Y2K problem. I did not know anything about technology, and my staff will tell you I still do not know anything about technology. [Laughter.]

I can send an e-mail, but that is about the extent of it. However, I learned quickly in my business that far too many sales people of technology sell to the wants and not the needs, and too many people buy the wants and not the needs, which is exactly, Doctor, what I think is wrong in Denver. I mean, there are a lot of things that were built because they wanted it. They did not understand whether or not they needed it or could afford it.

I think the same thing is probably true in information technology in the VA. I hope with your experience at those two great corporations and the fact that your last 5 years, you have been your own self-employed Chief Executive Officer, a consultant, is that right?

Ms. COUNCIL. Yes, sir.

Chairman ISAKSON. I imagine you usually were brought in to shoot problems, right?

Ms. COUNCIL. To shoot problems and make money.

Chairman ISAKSON. Those are two good combinations. [Laughter.]

Especially the second one. That is a great one.

Well, I just want to tell you that you have got a great resume. Your husband is awfully lucky to have married you. You made a good choice, sir. She is a talented lady, and we are glad that you are coming to the VA. I am sorry you had to wait so long for your testimony.

Ms. COUNCIL. Not a problem.

Chairman ISAKSON. You were worth waiting for.

Ms. COUNCIL. Thank you.

Chairman ISAKSON. We wish you the best of luck and we hope you will always consider this Committee a resource if you need us for anything along the way in your work at the VA.

Ms. COUNCIL. Thank you.

Chairman ISAKSON. Do you have anything, Senator Blumenthal?

Senator BLUMENTHAL. I just want to join in thanking you for being here and thanks to your family.

Ms. COUNCIL. Thank you.

Chairman ISAKSON. The Committee stands adjourned.

[Whereupon, at 4:14 p.m., the Committee was adjourned.]

RESPONSE TO POSTHEARING QUESTIONS SUBMITTED BY HON. DAN SULLIVAN TO DAVID J. SHULKIN, M.D., NOMINEE TO BE UNDER SECRETARY FOR HEALTH, U.S. DEPARTMENT OF VETERANS AFFAIRS

Question 1. Dr. Shulkin, every day, roughly 22 veterans commit suicide. However, according to a recent study by the American Psychiatric Association, there is some good news about the Veterans Health Administration (VHA) actually helping to prevent veteran suicides. In that study, published last Friday in "Psychiatric Services in Advance," a publication of the American Psychiatric Association, researchers found that, "...the rate of suicide decreased significantly for veterans who used VHA services, while it spiked for veterans not using those services and increased for nonveterans." While this is a positive study, this Committee just had a hearing last week in this Committee on the VHA being added to GAO's "High Risk List" for "ambiguous policies and inconsistent processes, inadequate oversight and accountability, inadequate training, and unclear resource needs and allocation priorities," among other issues. Dr. Shulkin, if confirmed, specifically what anti-suicide initiatives will you undertake to ensure that VHA is doing everything it can to prevent veteran suicides?

Response. If confirmed as Undersecretary of health for VHA, reducing the rates of veteran suicide would be a top priority. The Clay Hunt Suicide Prevention Act is a good step toward reducing these tragedies. As noted, VA has had success in several of its' programs that are targeted at preventing suicides among veterans. These include the national suicide hotline for veterans, awareness events at VA medical centers and screening and assessing suicide risk. I would continue to support these programs but much more needs to be done. If confirmed, I would review staffing policies, procedures, and barriers, as well as reviewing screening programs for identifying risk factors. I would look forward to working with the Committee to addressing this national challenge.

Question 2. Dr. Shulkin, according to GAO's High Risk Study, the VHA has only implemented 27% of GAO's recommendations and has more than a 100 GAO recommendations left to implement. Dr. Shulkin, if confirmed, what percentage of these unaddressed GAO recommendations do you commit to implement to get the VHA back on the right track and preventing more veteran suicides?

Response. I have been able to review the publically available information on the GAO's report on VHA. I am familiar with the five general categories of concern that led to the GAO placing VHA on the high risk list (ambiguous policies and inconsistent processes, inadequate training, oversight and accountability issues, unclear resource needs and priorities and information technology). If confirmed, I commit to working to address these issues and come off of the GAO list. It would be my goal to prioritize recommendations to help VA focus on suicide prevention.

Question 3. Dr. Shulkin, in figures recently compiled by the Associated Press showing a snapshot of in time wait time information for 940 VA hospitals and outpatient clinics nationwide, the shows that "an average of less than 1 percent of completed appointments at the Anchorage outpatient clinic—0.90 percent—involved delays of at least 31 days from the veteran's preferred appointment date during that period. In fact, averages were lower at facilities in Wasilla, Fairbanks and Kenai." Additionally, "nationally, about 2.8 percent of completed appointments involved delays of more than 30 days." While not everything is good with the VA in Alaska, in this area, we must be doing something right. After all, we have less than 1% waiting over 30 days when over 20% of my state's population lives in rural areas, many of which are hundreds of miles from VA facilities. Dr. Shulkin, if confirmed,

how would you use what is being done in the Alaska VA system and use it as a model to help other areas of the U.S.?

Response. Reducing wait times and access to care is a critical issue to address within VA. I am glad that Alaska has successfully addressed the wait time issue. Benchmarking data and sharing best practices is an important way that VA can leverage the capabilities that are within the system. Once best practices are identified they should then be implemented and standardized. If confirmed, I would like to learn more about the processes and practices in place in Alaska and share what is learned with other VA facilities across the country.

Question 4. Dr. Shulkin, if confirmed, what suggestions would you make to help create a culture at the VA that rewards this type of achievement—even incentivizes it—so that the VA and VHA do not end on the GAO's high risk list AND more importantly, so that our veterans get the care they have earned?

Response. Successful organizations have performance measurement and management systems in place. This then allows those in the system that are performing well to be recognized and rewarded and those that are not meeting the standards to be appropriately addressed as well. The GAO identified that VHA was lacking in oversight and accountability and in consistency in its' processes. These issues need to be addressed and will be essential for VA to establish a culture that serves veterans with the highest quality of care. I do believe in rewards for good performance. If confirmed, I would seek to learn about what systems are in place within VA to reward and recognize good performance and extraordinary efforts.

Question 5. Dr. Shulkin, if confirmed, what suggestions would you make to improve the culture at the VHA?

Response. Changing the culture at VHA will require a number of important steps to be taken. As Undersecretary I would support the Secretary's efforts to have all employees recommit to the mission of serving veterans. The culture of an organization is largely determined by the values of the leadership and of its' employees. If confirmed, I would travel to VHA sites throughout the country to connect with medical center leaders and staff to communicate our commitments to veterans and to hear their thoughts and ideas on how we can best support their efforts to care for their patients. I would plan on communicating the organization's goals, performance improvement plans, expectations, and mutual accountabilities. I would commit to clear and fact based decisionmaking by leadership and the inclusion of the workforce and veterans in how these decisions are made. Culture change requires regular communication, consistency of message, and supporting behaviors that should be encouraged and penalizing behaviors that do not support the mission.

Question 6. Dr. Shulkin, if confirmed, what suggestions would you make to actually encourage innovation and new ideas? What measures can the Congress give you to help nurture these innovations and ideas cut through the VA bureaucracy? Put simply, how would you help create and reward excellence at the VHA?

Response. If confirmed, I would work to enhance the culture of innovation within VA. Innovation currently exists within VA but needs to be encouraged and nourished. My background as an entrepreneur has allowed me to understand the necessary requirements needed to be able to take new ideas and develop them into meaningful initiatives. In order to further encourage innovation within VA I would look for opportunities to enhance infrastructure to help incubate promising new ideas, encourage idea sharing among VA employees and medical staff, further collaborations with academic centers in the areas of discovery and technology, and seek opportunities to partner with the private sector and other government agencies to promote new practice innovations. Given the importance of innovation in our rapidly changing healthcare environment, I would ensure that innovators get appropriate attention and support from the central VHA office. Rewarding employees for their ideas and initiative is important. VA can encourage innovation through its' competitions and recognition programs and through ensuring that innovations are integrated back into the clinical setting to improve the quality of life for veterans.

POSTHEARING QUESTIONS SUBMITTED BY HON. SHERROD BROWN TO DAVID J. SHULKIN, M.D., NOMINEE TO BE UNDER SECRETARY FOR HEALTH, U.S. DEPARTMENT OF VETERANS AFFAIRS

Question 7. Dr. Shulkin, thank you for your thoughtful answers related to the current implementation of the Veteran's Choice Program. We are all hopeful that by changing the distance to forty miles driving, not forty miles as the crow flies, more veterans will take advantage of the pilot program. As any good clinician knows, when you don't have data to analysis a problem set, it is difficult to know whether

the proposed solution is appropriately addressing the problem. We need as many veterans, who qualify, in the Choice Program to know if it is effective.

As I raised in the hearing, I also believe that the VA needs to review whether a veteran can receive the adequate care at the closest VA medical facility. I strongly believe that if the medical facility within 40 miles, does not provide the specific treatment required by the veteran, that veteran should be able to seek outside medical care. In your professional opinion, as a physician and administrator, what other steps should the Department take to fully implement the Veteran's Choice Program?

Response. The Veterans Access, Choice, and Accountability Act of 2014 is important legislation that needs to be fully implemented. If confirmed, I am committed to seeing that veterans get access to the care they need from within VA and, when not available, from the private sector, as specified by the legislation. Ensuring that veterans have access to the care they need requires a comprehensive operational plan. In this plan, there must be clarity around the policies and processes that are being utilized to access care. Veterans must also be aware of their benefits and how to seek assistance in obtaining care if they need help. The VA must also work to expand partnerships with the private sector and community partners to ensure the seamless coordination of care between VA and non-VA providers. Finally, there needs to be an effective monitoring and observation plan in place to ensure that the system is working as intended.

Question 8. Dr. Shulkin, I appreciated your candor during the hearing regarding Reservists who had been exposed to Agent Orange residue toxins while working on C–123s. I would ask that provide me with a timeline for fully resolving the C–123 issue, including health and disability benefits.

Response. I am aware of the serious health concerns regarding dioxin exposure in Agent-Orange contaminated aircraft. I have reviewed the Institute of Medicine report on this topic released in January 2015. The VA must be committed to caring for those that have experienced adverse health events while serving their country. While I am not currently privy to any specific discussions that are ongoing within VA about next steps or timelines, if confirmed I would commit to quickly coming up to speed on the issues and working with the Committee to ensure that this issue is resolved in the shortest time possible.

Question 9. Dr. Shulkin, the lack of a fully integrated electronic health record system between the Department of Defense and VA has been a persistent problem for more than a decade. In your professional opinion, how has this impacted the VA's ability to provide the appropriate medical care for veterans?

Response. Both DOD and VA have renewed their commitments to an electronic exchange of information and to working together to resolve the transfer of information between Departments. As a physician and an administrator, I know the importance of clinicians having access to information about care that has been provided by the previous healthcare provider. Without a seamless transfer of healthcare information, the care provided can be suboptimal. Without the prior record, a provider caring for a patient does not have the ability to access the results of past diagnostic studies, findings from other doctors, and medication history. This lack of information can present issues with regard to quality and safety. It is my strong belief that this problem must be resolved and, if confirmed, I would commit to work with this Committee and with DOD to find a workable resolution to this issue.

RESPONSE TO POSTHEARING QUESTIONS SUBMITTED BY HON. RICHARD BLUMENTHAL TO LAVERNE H. COUNCIL, NOMINEE TO BE ASSISTANT SECRETARY OF VETERANS AFFAIRS OFFICE OF INFORMATION AND TECHNOLOGY, U.S. DEPARTMENT OF VETERANS AFFAIRS

Question 1. I appreciated your commitment to providing the Committee with a roadmap of concrete actions to ensure that health data is interoperable between DOD and VA. Will you commit to providing that roadmap within 60 days of assuming the position of Assistant Secretary for Information and Technology?

Response. If confirmed, I will commit to reviewing existing plans and timelines, and determining with the team whether these plans address VA/DOD interoperability needs. I commit to briefing the Committee within 60 days on the status of interoperability, and working with the Committee to achieving this important goal.

Question 2. With the dramatic increase in malware and intrusion attempts in the last few months, it is critical that VA take steps to ensure that personal and health data remains secure. Will you commit to providing the Committee with a detailed plan, within 90 days of assuming the position of Assistant Secretary for Information

and Technology, on how you intend to remediate VA's information technology security deficiencies?

Response. I do not have specific knowledge of all of the security issues the VA has faced. If confirmed, I will have access to all necessary information to gain an understanding of what is happening, how well the team is addressing the issues and what plans have been created to date. I will also gain an understanding of the team's performance and what must be done immediately to change the reality and perceptions of security.

In my past experience, I have delivered detailed plans for similar programs in 90 days; however, the plan must be collaborated with leadership and the internal customer and communicated to staff. I will commit to making this plan a high priority goal for VA and OIT and being transparent with the Committee.

I will commit to providing the Committee my initial assessment of the existing state of VA's security measures for personal and health data. Additionally, I will provide a plan to remediate these challenges within 90 days of assuming the position. I look forward to working closely with the Committee on the next steps to addressing identified deficiencies as quickly as possible.

POSTHEARING QUESTIONS SUBMITTED BY HON. DAN SULLIVAN TO LAVERNE H. COUNCIL, NOMINEE TO BE ASSISTANT SECRETARY OF VETERANS AFFAIRS OFFICE OF INFORMATION AND TECHNOLOGY, U.S. DEPARTMENT OF VETERANS AFFAIRS

Question 3. Mrs. Council, the Committee may know that Alaska is home to the highest per capita population of veterans in the country. As of August 2014, Alaska had nearly 75,000 veterans, nearly one-tenth of our population. One of my campaign pledges—as a part of my "Promises Delivered Project"—was to ensure that veterans, wherever they are, receive the best quality care. What the Committee may not know is that Alaska is about two and half times the size of Texas, with over 663,000 sq. miles of area. Because of the amount of area we have, Alaska leads the Nation in telemedicine and telehealth delivery, ensuring that Alaskans, wherever they are, receive the best quality and most cost-effective treatment possible. In fact, one area where Alaska is breaking the mold where many native veterans who live in bush Alaska no longer have to take multiple days off to fly into Anchorage to see their doctor and can instead video teleconference with their doctor from their local health clinic. Alaska's exports to the U.S. are famous, including: oil, salmon, and minerals. Ms. Council, have you ever visited Alaska and toured, not just our VA system, but our larger telehealth network? If confirmed, will you commit to a visit to Alaska to see all the great work that Alaskans are doing?

Response. I have not had a tour of the VA system or the telehealth network in Alaska. However, if confirmed I would be willing to visit and understand the VA operations for Alaskan veterans, and leveraging IT resources to support service delivery in any way I can.

Question 4. Mrs. Council, if confirmed, how will you address the bureaucratic red-tape at the VA that often prevents innovative ideas, like what is being done in Alaskan telemedicine and telehealth, from being exported to the Lower 48 where greater innovation may be needed?

Response. If confirmed, I will review and share what needs to change to allow IT to be much more agile in meeting the needs of the veteran. While at Johnson & Johnson, I was responsible for promoting Telehealth/telemedicine as a business opportunity. I believe it is a great way to support well-being and provide care. I am not sure what projects are currently being implemented at VA in this space, but as part of understanding the work currently being completed, I will look at work being done in this space and evaluate our deployment strategy.

POSTHEARING QUESTIONS SUBMITTED BY HON. SHERROD BROWN TO LAVERNE H. COUNCIL, NOMINEE TO BE ASSISTANT SECRETARY OF VETERANS AFFAIRS FOR INFORMATION AND TECHNOLOGY, U.S. DEPARTMENT OF VETERANS AFFAIRS

Question 5. Ms. Council, it seems that several of the issues raised after Phoenix could have been resolved if there were an upgraded scheduling program, integrated electronic medical system between DOD and VA, and properly defined procedures and protocols.

How will you ensure that VA finally takes IT upgrades seriously?

Response. Complexity, lack of standardization and lack of software life cycle management can create vulnerabilities in security, interoperability and innovation. It also can create an inability to deliver solutions in a timely manner. I have been re-

sponsible for implementing the quality IT processes for Dell and Johnson & Johnson to eliminate the stove piped issues and increase the velocity and quality of IT systems to support processes and customers.

If confirmed, I will bring my experience addressing these challenges to VA, through accountable risk management, transparent governance, and team-enabled innovation.

Question 6. Ms. Council, over the past decade more than $127 million was wasted on failed programs in the past, how do we stop that type of mismanagement from happening?

Response. If confirmed, I will need to look at the full inventory of projects and issues in the environment to understand the status of each project and what has been promised to the departments (users) within the VA.

The Department would then need to prioritize and understand what is at risk and what needs to be done to insure we meet our deliverables as expected. We need to ensure that all required resources needed to fix the issues are made available and that we are getting the most out of the finite resources being utilized (i.e., people, dollars, time).

We will then come up with an operations strategy to meet our goals and establish a timeline with the business/stakeholders for delivery. Sometimes the answer is to stop a project if is no longer viable or the technology is obsolete. The PMO will keep us on schedule, but we will also have to be willing to stop work that is not going as planned.

If confirmed, I look forward to working with the Committee as this evaluation process moves forward.

NOMINATION OF MICHAEL H. MICHAUD, TO BE ASSISTANT SECRETARY OF LABOR FOR VETERANS' EMPLOYMENT AND TRAINING

WEDNESDAY, SEPTEMBER 30, 2015

U.S. SENATE,
COMMITTEE ON VETERANS' AFFAIRS,
Washington, DC.

The Committee met, pursuant to notice, at 2:36 p.m., in room 418, Russell Senate Office Building, Hon. Johnny Isakson, Chairman of the Committee, presiding.

Present: Senators Isakson, Moran, Boozman, Rounds, Tillis, Sullivan, Blumenthal, Brown, Hirono, and Manchin.

OPENING STATEMENT OF SENATOR JOHNNY ISAKSON, CHAIRMAN, U.S. SENATOR FROM GEORGIA

Chairman ISAKSON. I am going to call this meeting of the Veterans' Affairs Committee of the U.S. Senate to order. I would like to welcome Mr. Michaud to the hearing today, the nominee by the President of the United States to be the Assistant Secretary of Labor for Veterans' Employment and Training. We are delighted that you are here today.

There is probably no more important job for our veterans who are coming home than getting another job outside the military, no more important responsibility than the responsibility we have as members of the Senate and the House to provide the resources necessary for the training and implementation of employment for all veterans. There are so many issues tied to employment of veterans, including the homeless veterans program which I know the President has made an outspoken statement on reducing homelessness and we want to join in that.

I come from Georgia where Home Depot is one of the most notable employers of returning veterans of any company in the country. We want to continue to see we do as much outreach as we can to have as many businesses like Home Depot providing that type of help to our veterans.

Most importantly, Mike, we are very proud that a member of the House Veterans' Affairs Committee is going to take this appointment. Your experience on the Committee has been outstanding. Your contribution has been outstanding. I had the privilege of serving a short time in the House with you and, as I told you in private, from the minute I met you was impressed not only with your intellect, but with your commitment to the job. I know you will em-

brace the same commitment to the Veterans Administration and the Department of Labor.

My commitment to you is—barring you screwing up this hearing or Angus telling us something we do not know, or the FBI reports saying something I did not know about—as the Ranking Member knows, it is my intention to go through the FBI report tomorrow and then probably have an off-the-floor markup next week so we can get this straight, because we do not need any time wasting in the Department of Labor.

We appreciate the fact of your willingness to serve your country and serve the veterans who have made this the great country what it is. With that said, I will introduce the Ranking Member, Richard Blumenthal.

OPENING STATEMENT OF HON. RICHARD BLUMENTHAL, RANKING MEMBER, U.S. SENATOR FROM CONNECTICUT

Senator BLUMENTHAL. I join the Chairman in thanking you for your willingness to serve in this very, very important position and your past service in the House of Representatives, and also in your State legislature. The only condition on my vote is that you tell us all the bad stuff about Senator King when he was in Maine, although I am sure knowing him there is very little there.

In all seriousness, I want to say how important this position is. I do not need to tell you the authority over the TAP program, over veterans' employment programs, serving the homeless, and most especially, in my mind, the programs serving our National Guard and Reserves.

They are often forgotten in this building, as in this town, but our National Guard and Reserves have come to be, in effect, as important as our full-time active duty service men and women. One of my fears, as I have articulated publicly is that, in effect, employers are either downplaying or circumventing the law by implicitly sometimes discriminating against soldiers of the Reserves or National Guard because of their commitments to our Nation and the knowledge that they may be gone for periods of time because of their service.

I am going to ask for a commitment from you that you will do everything within your power to investigate and take action against such practices if they are occurring.

I believe that most employers are honest and patriotic. The vast majority are, in fact, going out of their way to employ our veterans and our members of the National Guard and Reserves, but there may be a minority that are doing otherwise.

I want to emphasize to you the importance of women veterans and employment of them these days. As you know, 20 percent of new recruits in our military are women and close to 280,000 female veterans have served in Iraq or Afghanistan since September 11, 2001, and by some estimates, female veterans will grow in number to approximately 11 percent of the total veteran population by 2020.

I also will ask for your support on behalf of the VA, though you are not in a position to give it now, I recognize, for the legislation that I have reintroduced to extend and renew the Work Oppor-

tunity Tax Credit for Veterans, which provide employers with tax credits for hiring unemployed or disabled veterans.

I really appreciate your being here and I certainly will support the Chairman's efforts to move this nomination as expeditiously as possible. Thank you. Thank you, Mr. Chairman.

Chairman ISAKSON. Thank you, Senator Blumenthal. We are honored and privileged today to have the junior Senator from the great State of Maine, Angus King, here to introduce our nominee. Senator King, I will turn the podium over to you.

STATEMENT OF HON. ANGUS KING, U.S. SENATOR FROM MAINE

Senator KING. Thank you, Mr. Chairman, Ranking Member Blumenthal, and distinguished Members of the Committee. It is a pleasure to be here, yet I must say it is a daunting experience to sit on this side of the table.

I want to introduce you to Mike Michaud. Some of you know him and some do not. I have known him for about 30 years; worked very closely with him. He was a member of the State Senate in Maine for all of the 8 years that I was Governor. He was President of the Senate for part of that time.

As some of you know, the relationship between the President of the Senate and the Governor of the State is always a close one, and as an Independent, I used to say I have no automatic friends in the legislature and no automatic enemies, but 186 skeptics. Mike was one of those, but he was also one of those that was always willing to listen and work on a bipartisan basis to solve the problems that we faced in Maine.

I was making a few notes while thinking about Mike. When I go to hire somebody, there are qualities that I look for, and I think they fit Mike. The first is competence, somebody who is capable of getting the job done, is going to take it seriously, who is going to understand the requirements of the job, and has the competence of getting it done in a serious way. I think that is so important in a job like this one which is really about administration and about problem-solving and about getting things done on behalf of our veterans.

The second is experience. Mike Michaud probably has as much experience in veterans' affairs issues as anyone in the Congress. He was the Ranking Member on the House Veterans' Affairs Committee for a number of years, headed up some of their subcommittees, and significant for me, he took a leadership role in the backlog issue at the VA in 2013 before it really exploded into the public consciousness. He was on that issue early and introduced a comprehensive package in the House that actually passed the House, as I recall, and did not pass here. I think that was one of the first attempts at a comprehensive reform of the VA. His experience in this area, his knowledge of veterans, his connections to veterans in Maine are really deep and extensive.

The third quality, competence, followed by experience, and then character. As I say, I have worked with Mike closely for many years and he is a man of true character. I think it was Alan Simpson of Wyoming who said, if you have character, nothing else matters and if you do not have it, nothing else matters. Mike has it.

He is a man who is passionate in the defense of his constituents and the people that he represents, which in this case will be the veterans of America, and that brings me to the final quality, which is commitment.

He has demonstrated his commitment to veterans and to their needs, and the role that the Department of Labor and the Veterans Administration can and should play.

I have often felt that if the military spent as much time on outplacing our veterans as it does on recruiting them, as much time and resources, the veterans' community would be better off, and that is another discussion we can have at the Armed Services Committee.

Here today, I just want to wholeheartedly endorse Mike Michaud. Unfortunately, I have to go off, as you all know, to another meeting. That is the way this place seems to work. This is a good Maine man. We have a saying in Maine that if somebody is pretty good, they are referred to as finest kind, and the people on the coast of Maine would say Mike Michaud is finest kind. I am happy and honored to be here to present him to you today. Thank you.

Chairman ISAKSON. Well, Senator King, thank you for your introduction. We will allow you to be excused at any point in time you wish to leave the hearing. We will miss you, but we know you have got other responsibilities.

Senator KING. I intend to stay at least to hear Mike's opening statement and then I am afraid I will have to leave.

Chairman ISAKSON. Under the rules of this Committee, the testimony of all Presidential nominees appearing before the Committee must be given under oath. At this time, I would like to ask Mr. Michaud to stand and raise his right hand.

Do you solemnly swear or affirm that the testimony you are about to give before the Senate Committee on Veterans' Affairs will be the truth, the whole truth, and nothing but the truth, so help you God?

Mr. MICHAUD. I do.

Chairman ISAKSON. Thank you. Please be seated and give us your testimony. We welcome you to the Committee.

STATEMENT OF MICHAEL H. MICHAUD, NOMINEE TO BE ASSISTANT SECRETARY OF LABOR FOR VETERANS' EMPLOYMENT AND TRAINING

Mr. MICHAUD. Thank you very much, Mr. Chairman. I want to thank Senator King for that very kind and very generous introduction.

Good afternoon, Chairman Isakson, Ranking Member Blumenthal, and distinguished Members of the Veterans' Affairs committee. I want to thank you for the opportunity, first of all, to testify today for considering my nomination to serve as the Assistant Secretary for Veterans' Employment and Training.

Your dedication and commitment to our Nation's veterans, transitioning servicemembers, and their families is inspiring. I am happy to have had the opportunity to serve with many of you over my 12 years in Congress. I know that you understand how important the mission is at hand. I am humbled and honored by Presi-

dent Barack Obama's nomination to lead the Department of Labor's Veterans' Employment and Training Service.

President Obama and Secretary of Labor Perez are committed to ensuring that the brave warriors who served his country have the employment support, assistance, and opportunities that they need and deserve to successfully transition to the civilian workforce and secure meaningful careers.

During my entire time in Congress, I served on the House Veterans' Affairs Committee and I am often reminded of President Lincoln's promise, "To care for him who shall have borne the battle, and for his widow, and his orphan." If confirmed, it will be my honor and privilege to work with this Committee to achieve that goal.

For me, taking care of those who are wearing and have worn the uniform is personal. Throughout my career as an elected official, both at the State level and Federal level, I have had the privilege of meeting with the wounded, with the mothers of the fallen, and with many veterans who have gone on to make our Nation stronger.

Every day I was reminded of what made our country the greatest in the world: the sacrifice of our warriors. In that time, I learned a great deal, that there were stories that would make you want to cry, and sometimes we did. There were those days that we were disgusted by the way the servicemembers were treated as they suffered through an injury serving our Nation. But most of all, I watched as veterans triumphed and overcame great odds to continue making America great.

I have always worked across the aisle, partnering with Republicans and Independents to do what was right for our Nation's veterans. As each of you knows, the Veterans' Affairs Committee in both chambers are considered the least partisan in Congress. As Ranking Member of the House Veterans' Affairs Committee, I fought to ensure that that tradition continued, as I always believed and I still do believe, in working in a nonpartisan manner. We need to put veterans first before politics.

In that vein, I worked with many of you to pass legislation and implement programs designed to care for the needs of our veterans and their families. A few examples include, using funding that Congress provided, we were able to build two new, state-of-the-art community-based outpatient clinics in Maine. Both of these facilities were built on land owned by Maine veterans' homes and included amenities designed to help address the unique needs of our female veteran population in Maine.

I also worked with the former Veterans Affairs Secretary to help get land owned by VA made available for programs to address homelessness among veterans in Maine. Volunteers of America are now raising the $1.5 million they need to raise to build the cabins on that land that will be used to house current homeless veterans in Maine.

The reason why I mention these two projects, although there are others, is because they are an example of a public/private, non-profit collaborative effort that is able to forge. I will be a forward-looking leader, if confirmed by this Committee and the Senate.

We are reminded every day of the tremendous sacrifice made by members of the military. They leave their families, friends, and careers behind to defend the freedoms here at home and around the world. When they return home, these brave men and women deserve a hero's welcome and a chance to utilize their unique skills to help rebuild our economy.

The recent trend for veterans' employment has been positive with most veterans successfully transitioning into the civilian workforce. While there has been significant progress in addressing veterans' unemployment, there is still challenges that remain.

President Obama and Secretary Perez have made a commitment to provide those who have worn the uniform and their families with the support, assistance, and opportunities that they need and deserve to find and secure meaningful careers. If confirmed, I would work with this Committee, with Congress, other Federal agencies, our national veterans' service organizations, and our stakeholders to fulfill this commitment.

During the past couple of weeks, I have had the opportunity to meet with some of you and your staff. I have received invaluable guidance and insight into the Committee's priorities and concern. I want you to know that I hear your concerns and I am ready to go to work. If confirmed, I look forward to continuing that dialog and I am committed to transparency and being open with this Committee.

In closing, if confirmed, I will work closely with you, with our partners, our stakeholders, with a dedicated VETS team to provide transitioning servicemembers, veterans, and their families with the best possible resources that they need to enable them to succeed in today's economy.

Thank you again for your dedication and your commitment to our transitioning servicemembers, veterans and their families, and for considering my nomination today. I appreciate the opportunity to testify before you today and I am happy to answer any questions that you may have.

[The prepared statement of Mr. Michaud follows:]

PREPARED STATEMENT OF MICHAEL MICHAUD, NOMINEE FOR U.S. DEPARTMENT OF LABOR, ASSISTANT SECRETARY FOR VETERANS' EMPLOYMENT AND TRAINING

Good morning Chairman Isakson, Ranking Member Blumenthal, and distinguished Members of the Committee on Veterans' Affairs. Thank you for the opportunity to testify today and for considering my nomination to serve as the Assistant Secretary for Veterans' Employment and Training.

Your dedication and commitment to our Nation's veterans, transitioning warriors, and their families is inspiring. I am happy to have had the opportunity to serve with many of you during my 12 years in Congress. I know that you understand the importance of the mission at hand.

I am humbled and honored by President Barack Obama's nomination to lead the Department of Labor's Veterans' Employment and Training Service (VETS). President Obama and Secretary of Labor Perez are committed to ensuring that the brave warriors who serve this country have the employment support, assistance and opportunities they need and deserve to successfully transition to the civilian workforce, and find and secure meaningful careers. During my entire time in Congress, I served on the House Veterans' Affairs Committee, and I am often reminded of President Lincoln's promise, "To care for him who shall have borne the battle, and for his widow, and his orphan." If confirmed, it will be my honor and privilege to work with this Committee to achieve that goal.

For me, taking care of those who are wearing and have worn the uniform is personal. Throughout my career as an elected official at the state and Federal level,

I have had the privilege of meeting with the wounded, with the mothers of the fallen, and with the many veterans that have gone on to make our Nation stronger. Every day, I was reminded of what made our country the greatest in the world: the sacrifice of the American servicemember. In that time, I learned a great deal. There were stories that made you want to cry, and sometimes we did. There were days you were disgusted by the way servicemembers were treated as they suffered through an injury serving our Nation. But most of all, I watched as veterans triumphed, and over came great odds to continue making America great.

I have always worked across the aisle, partnering with Republicans and Independents to do what was right for our Nation's veterans. As each of you knows, the Veterans' Affairs Committees in both chambers are considered the least partisan in Congress. As Ranking Member of the House Veterans' Affairs Committee, I fought to ensure that tradition continued as I always believed, and still do believe, that we need to put the veteran before the politics. In that vein I worked with many of you to pass legislation and implement programs designed to care for the needs of our veterans and their families. A few examples include:

- Using funding that Congress provided, we were able to build two new state-of-the-art Community Based Outpatient Clinics (CBOC). Both of these facilities were built on property owned by Maine Veterans' Homes and included amenities designed to help address the unique needs of the female veteran population in Maine.
- In Aroostook County we established an Access Received Closer to Home (ARCH) program that has been successful in providing veterans access to health care closer to their residence. As a member of the House of Representatives, Senator Moran was instrumental in the creation of the legislation that provided for ARCH.
- I worked with the former Veteran's Affairs Secretary to help get land owned by the VA made available for a program to address homelessness among veterans in Maine. Volunteers of America are now helping to raise the $1.5 million needed to build cabins on this land, which will be used to house currently homeless veterans.

The reason why I mention these projects is because they are examples of public-private-non-profit collaborative efforts that I was able to forge. This is the forward-looking leader that I will be if I am confirmed.

We are reminded every day of the tremendous sacrifices made by the members of the Military. They leave their families, friends, and careers behind to defend our freedoms here at home and around the world. When they return home, these brave men and women deserve a hero's welcome and a chance to utilize their unique skills to help rebuild our economy. Yet, all too often, they face a difficult transition back to civilian life and struggle to find a job. If I have learned anything in my time on Capitol Hill, our Nation's veterans don't need a handout, but with a hand-up, they exceed all of our expectations. President Obama and Secretary Perez have made a commitment to provide those who have worn the uniform and their families with the support, assistance and opportunities they need and deserve to find and secure meaningful careers. If confirmed, I would work with this Committee, Congress, other Federal agencies, our Nation's Veteran Service Organizations, and our stakeholders to fulfill this commitment.

During the past couple of weeks, I have had the opportunity to meet with some of you and your staff. I have received invaluable guidance and insight into the Committee's priorities and concerns. I want you to know that I hear your concerns and am ready to get to work. If confirmed, I look forward to continuing this dialog and am committed to being transparent and open with you.

In closing, if confirmed, I will work closely with you, with our partners, stakeholders and with the dedicated VETS team to provide transitioning servicemembers, veterans, and their families with the best possible resources that they will need to enable their success in today's economy. Thank you again for your dedication and commitment to our transitioning warriors, Nation's veterans and their families, and for considering my nomination.

I appreciate the opportunity to testify before you today and am happy to answer any questions you may have.

[The Committee questionnaire for Presidential nominees follows:]

PART I: ALL OF THE INFORMATION IN THIS PART WILL BE MADE PUBLIC

1. Basic Biographical Information

Please provide the following information.

Position to Which You Have Been Nominated	
Name of Position	**Date of Nomination**
Assistant Secretary of Labor for Veterans' Employment & Training, Department of Labor	July 30, 2015

Current Legal Name			
First Name	**Middle Name**	**Last Name**	**Suffix**
Michael	Herman	Michaud	

Addresses					
Residential Address (do not include street address)			**Office Address** (include street address)		
[redacted]			**Street:**		
City: East Millinocket	**State:** Maine	**Zip:** 04430	**City:**	**State:**	**Zip:**

Other Names Used						
First Name	**Middle Name**	**Last Name**	**Suffix**	Check if Maiden Name	**Name Used From** (Month/Year) (Check box if estimate)	**Name Used To** (Month/Year) (Check box if estimate)
None.					Est	Est
					Est	Est

Birth Year and Place	
Year of Birth (Do not include month and day)	**Place of Birth**
1955	Millinocket, ME

Marital Status					
Check All That Describe Your Current Situation:					
Never Married	**Married**	**Separated**	**Annulled**	**Divorced**	**Widowed**
☑	☐	☐	☐	☐	☐

Spouse's Name (current spouse only)			
Spouse's First Name	**Spouse's Middle Name**	**Spouse's Last Name**	**Spouse's Suffix**

Spouse's Other Names Used (current spouse only)						
First Name	**Middle Name**	**Last Name**	**Suffix**	Check if Maiden Name	**Name Used From** (Month/Year) (Check box if estimate)	**Name Used To** (Month/Year) (Check box if estimate)
					Est ☐	Est ☐
					Est ☐	Est ☐

Children's Names (if over 18)			
First Name	**Middle Name**	**Last Name**	**Suffix**

2. Education

List all post-secondary schools attended.

Name of School	Type of School (vocational/technical/trade school, college/university/military college, correspondence/distance/extension/online school)	Date Began School (month/year) (check box if estimate)	Date Ended School (month/year) (check box if estimate) (check "present" box if still in school)	Degree	Date Awarded
None.		Est ☐	Est ☐ Present ☐		
		Est ☐	Est ☐ Present ☐		

3. Employment

(A) List all of your employment activities, including unemployment and self-employment. If the employment activity was military duty, list separate employment activity periods to show each change of military duty station. Do not list employment before your 18th birthday unless to provide a minimum of two years of employment history.

Type of Employment (Active Military Duty Station, National Guard/Reserve, USPHS Commissioned Corps, Other federal employment, State Government (Non-federal Employment), Self-employment, Unemployment, Federal Contractor, Non-Government Employment (excluding self-employment), Other	Name of Your Employer/ Assigned Duty Station	Most Recent Position Title/Rank	Location (City and State only)	Date Employment Began (month/year) (check box if estimate)	Date Employment Ended (month/year) (check box if estimate) (check "present" box if still employed)
Private Sector	Great Northern Paper Company	Operator B	East Millinocket, ME	06/1973 Est ☑	12/2002 Est ☑
State Government	State of Maine	State Representative	Augusta, ME	12/1980 Est ☑	12/1994 Est ☑
State Government	State of Maine	President, Maine State Senate	Augusta, ME	12/1994 Est ☑	12/2002 Est ☑
Federal Government	U.S. House of Representatives	Congressman	Washington, DC	01/2003 Est ☑	01/2015
Unemployed				01/2015	Present ☑

(B) List any advisory, consultative, honorary or other part-time service or positions with federal, state, or local governments, not listed elsewhere.

Name of Government Entity	Name of Position	Date Service Began (month/year) (check box if estimate)	Date Service Ended (month/year) (check box if estimate) (check "present" box if still serving)
None.		Est ☐	Est ☐ Present ☐

4. Honors and Awards

List all scholarships, fellowships, honorary degrees, civilian service citations, military medals, academic or professional honors, honorary society memberships and any other special recognition for outstanding service or achievement.

Harvard University, John F. Kennedy School of Government, Senior Executives in State & Local Government Program – Cambridge, MA, 1998

Doctor of Laws, University of New England – Biddeford, ME (*Honoris causa*), 2011

Doctor of Science, Maine Maritime Academy – Castine, ME (*Honoris causa*), 2010

Doctor of Humane Letters, University of Maine at Presque Isle – Presque Isle, ME (*Honoris causa*), 2009

Doctor of Public Service, Unity College – Unity, ME (*Honoris causa*), 2007

Doctor of Public Administration, Husson College – Bangor, ME (*Honoris causa*), 2007
Please see also attached.

[Attachments follow:]

4. Honors and Awards

2015

AMERICAN LEGION National Commander's *Distinguished Public Service Award*
WESTERN MAINE CENTRAL LABOR COUNCIL *2015 Frances Perkins Award*

2014

SOUTHERN MAINE LABOR COUNCIL *Working Class Hero Award*
ARMY WOMEN'S FOUNDATION *Champion in Congress for Army Women*
VFW *Certificate of Appreciation*
MAINE AFL-CIO *Working Class Hero Award*
NATIONAL ASSOCIATIONS OF COMMUNITY HEALTH CENTERS *2014 Distinguished Community Health Defender Award*
MAINE SNOWMOBILE ASSOCIATION *In recognition of his decades of service and advocacy for the Snowmobilers of Maine*
NATIONAL ASSOCIATION of DEVELOPMENT ORGANIZATIONS *For outstanding Leadership in Advancing Regional Economic Development*
AMERICA'S GREAT OUTDOOR *Congressional Champion*

2013

THE NATURE CONSERVANCY *Thanks for supporting the Conservation of our Natural Resources for the benefit of people and nature*
PRESIDENT JOHN F. KENNEDY AWARD *Life-long outstanding leadership and advocacy far promoting the values and principles of the Democratic Party*
MAINE VETERAN'S HOME *In recognition for unwavering support and tireless commitment to Veterans and Veteran issues*
NATIONAL CHIROPRACTIC LEGISLATIVE CONFERENCE *Veterans Health Care Leadership Award*
TRUST for PUBLIC LAND *In grateful appreciation of your leadership and dedication in support of the Forest Legacy Program*
NATIONAL ASSOCIATION of DEVELOPMENT ORGANIZATIONS *Honored With a Lifetime Achievement Award for Economic Development*
NATIONAL ASSOCIATIONS OF COMMUNITY HEALTH CENTERS *2013 Distinguished Community Health Defenders Award*
VFW *Certificate of Appreciation*

2012

FRIENDS OF MAINE'S SEABIRD ISLANDS Efforts to preserve 13 Islands within the Maine Coastal Islands Wildlife Refuge under the National Wilderness Preservation System
COALITION FOR RECREATIONAL TRAILS *Champion of the Recreational Trails Program*
AMERICAN TINNITUS ASSOCIATION *2012 House Champion*
VFW *Certificate of Appreciation*

2011

DAUGHTERS of the AMERICAN REVOLUTION *Certificate of Award for outstanding service to the State of Maine*
NATIONAL ASSOCIATION of COMMUNITY HEALTH CENTER *Distinguished Community Health Advocate*
AMERICAN PHYSICAL THERAPY ASSOCIATION *Public Service Award*
GOODWILL INDUSTRIES INTERNATIONAL *National Policymaker Award*
VETERAN of FOREIGN WARS *Certificate of Appreciation*
DOWNEAST LAKES CONSERVATION AWARD

2010

AMERICAN OPTOMETRIC ASSOCIATION *2010 Health Care Leadership Award*
NATIONAL MILITARY FAMILY ASSOCIATION *Sincere appreciation for your long standing support of military families*
NATIONAL ALLIANCE ON MENTAL ILLNESS *Outstanding Legislator Award*
AMERICAN CHIROPRACTIC ASSOCIATION *2010 Veterans Healthcare Leadership Award*
DISABLED AMERICAN VETERANS *Citation of Merit in grateful appreciation for outstanding service*
TRUST for PUBLIC LAND In recognition of your outstanding support and commitment to conservation effort throughout Maine
DISABLE AMERICAN VETERANS AWARD *Presented with grateful appreciation for your dedicated leadership and superlative efforts to approve legislation that assures sufficient, timely and predictable funding needed to provide quality, timely health care services to those who have sacrificed for our freedom and liberty*
NATIONAL ASSOCIATION of STATE VETERANS HOMES *In sincere appreciation of your unwavering commitment to Veterans, your tireless advocacy for the State Veterans Homes, and your stalwart leadership to improve Veterans Health Care Programs*
LEADERS ENCOURAGING AROOSTOOK DEVELOPMENT *In appreciation of your efforts to lift Federal truck weight limits allowing trucks carrying up to 100,000 lbs to travel along I-95 north of Augusta to Aroostook County*
FAMILY AND STAFF of PELLETIER LOGGERS *Appreciation Award*

2009

AMERICAN OPTOMETRIC ASSOCIATION *2009 Health Care Leadership Award*
NATIONAL FARMERS UNION *Golden Triangle Award*
AMERICAN CHIROPRATIC ASSOCIATION *Health Care Leadership Award*

2008

MENTAL HEALTH AMERICA *Legislator of the Year*
THE MAINE SCHOOL of SCIENCE and MATHEMATICS *Certificate of Appreciation*
FOREST RESOURSES ASSOCIATION *2008 Legislative Leadership Award*
GOLD STAR WIVES of AMERICA *In appreciation for your work on Veterans issues*

2007

UNITED STATES BUSINESS AND INDUSTRY COUNCIL 2007 *Defender of the National Interest Award*
AMERICAN ASSOCIATION FOR MARRIAGE AND FAMILY THERAPY *Distinguished Leadership Award*
MAINE CLINICAL COUNSELORS ASSOCIATION *Legislator of the Year*
DEPARTMENT OF MAINE VFW *Certificate of Appreciation*
AMVETS *Silver Helmet Congressional Award*
NATIONAL COALITION for HOMELESS VETERANS *2007 Congressional Award*
National Association of Community Health Centers *2007 Distinguished Community Health Superhero*
AMERICAN COUNSELING ASSOCIATION *Federal Legislative Service Award*
UNITED STEELWORKERS UNION *Wellstone Award*

2006

OCCUPATIONAL THERAPY ADVOCATE AWARD
BLINDED VETERANS ASSOCIATION *Legislative Recognition Award*
NATIONAL HEALTH CENTER WEEK *His continued commitment and leadership in Congress on behalf of Community Health Centers*

SOUTHERN MIDCOAST MAINE CHAMBER CHAIRMAN'S AWARD
MAINE WARDEN SERVICE COLONEL'S AWARD *For outstanding support of Maine's Game Wardens and the Mission of the Maine Warden Service*
MAINE SNOWMOBILE ASSOCIATION PRESIDENT'S AWARD *In appreciation of his assistance and support of the MSA and all Maine Snowmobilers*
NATIONAL ASSOCIATION of DEVELOPMENT ORGANIZATIONS *Congressional Partnership Award*
NATIONAL ASSOCIATION of MUTUAL INSURANCE COMPANIES *Benjamin Franklin Public Policy Award*
COMMITTEE of VETERAN'S AFFAIRS *For outstanding contribution and achievement in the 109th Congress as Ranking Subcommittee on Health*

2005

NATIONAL ASSOCIATION of STATE VETERANS HOMES *Distinguished Service Award*
NEW ENGLAND EDUCATIONAL OPPORTUNITY ASSOCIATION *Shirley Chisholm Award*

2004

VIETNAM VETERANS OF AMERICA *Certificate of Appreciation*
KIDS PEACE *Legislative Leadership Award*
UNITED STATES BUSINESS AND INDUSTRY COUNCIL *Legislative Leadership Award on Domestic Manufacturing Top 10 Legislator*
NATIONAL ASSOCIATION of MUTUAL INSURANCE COMPANIES *Benjamin Franklin Public Policy Award*
NATIONAL ASSOCIATION of DEVELOPMENT ORGANIZATIONS *108th Congressional Partnership Award*

2003

EASTERN MAINE INCUBATOR WITHOUT WALLS PROGRAM *Grateful recognition for supporting small businesses throughout Eastern Maine*
AROOSTOOK RETIRED & SENIOR VOLUNTEER PROGRAM *Certificate of Appreciation*

2002

MAINE FIREFIGHTERS *Recognition for being a Champion for Maine Firefighters*
MAINE ASSOCIATION of BROADCASTERS *Friend of the 1st Amendment*

2001

THE COLLEGE BOARD *For steadfast and exemplary support for educational excellence, access, and equity*
HOULTON HIGHER EDUCATION CENTER *In grateful recognition for your support in the Maine Legislature for the creation of the Houlton Higher Education Center*

2000

MAINE TECHNICAL COLLEGE SYSTEM *Honorary Trustee Emeritus*
ASSOCIATION of GOVERNMENT ACCOUNTANTS
NORTHERN AROOSTOOK HOMESTEADERS ASSOCIATION *In appreciation of your efforts on behalf of Northern Aroostook Homesteaders*

1998

KATAHDIN AREA TRAINING & EDUCATION CENTER AWARD
MAINE CAREER ADVATAGE LEADERSHIP AWARD
JOBS for AMERICA'S GRADUATES *National Recognition Award*
GREAT NORTHERN PAPER COMPANY *Safety Award*

1996

MAINE STATE EMPLOYEES ASSOCIATION *In recognition of extraordinary efforts for public employees*

1995

MAINE AFL-CIO *Eddie Beaulieu Legislative Award*

1993

MAINE AUDUBORN SOCIETY ENVIRONMENTAL AWARD

1990

MAINE ASSOCIATION OF PLANNERS *Outstanding Contribution to the Planning Field*
MAINE FOREST PRODUCTS COUNCIL *Wise Use Forestry Legislative Award*

1989

WARDEN SERVICE CHAPTER AWARD

1988

MAINE CONSERVATION AWARD

5. Memberships

List all memberships that you have held in professional, social, business, fraternal, scholarly, civic, or charitable organizations in the last ten years.

Unless relevant to your nomination, you do NOT need to include memberships in charitable organizations available to the public as a result of a tax deductible donation of $1,000 or less, Parent-Teacher Associations or other organizations connected to schools attended by your children, athletic clubs or teams, automobile support organizations (such as AAA), discounts clubs (such as Groupon or Sam's Club), or affinity memberships/consumer clubs (such as frequent flyer memberships).

Name of Organization	Dates of Your Membership (You may approximate.)	Position(s) Held
Sportsman's Alliance of Maine	06/2003 to Present	Member
Millinocket Elks Club	06/1986 to Present State Chair of Government Relations 1995 & 1996	Member
AARP	04/2010 to Present	Member
Knights of Columbus	06/1979 to Present	Member
Marine Corps League Detachment 1366	09/2012 to Present	Member

NAACP	03/2004 to Present	Member
Millinocket Rotary Club	07/1996 to 07/2014	Member
Calumet Club	02/2010 to 12/2014	Member
National Rifle Association	2009 to 2013	Member
Small Woodlot Owners of Maine	2011	Member
United Bikers of Maine	2008	Member
National Democratic Club	01/2003 to 12/2014	Member
East Branch Sno-Rovers	09/1980 to 12/2014	Member
Eastmill Federal Credit Union	2001 to Present	Honorary Board Member
United Steelworkers Union Local 37	1990-2008	Member

6. Political Activity

(A) Have you ever been a candidate for or been elected or appointed to a political office?

Name of Office	Elected/Appointed/ Candidate Only	Year(s) Election Held or Appointment Made	Term of Service (if applicable)
Maine State Legislature, State Representative	Elected	1980, 1982, 1984, 1986, 1988, 1990, 1992	7 two-year terms
Maine State Legislature, State Senator	Elected	1994, 1996, 1998, 2000	4 two-year terms
U.S. House of Representatives	Elected	2002, 2004, 2006, 2008, 2010, 2012	6 two-year terms
Governor of Maine	Candidate	2014	

(B) List any offices held in or services rendered to a political party or election committee during the last ten years that you have not listed elsewhere.

Name of Party/Election Committee	Office/Services Rendered	Responsibilities	Dates of Service
None.			

(C) Itemize all individual political contributions of $200 or more that you have made in the past five years to any individual, campaign organization, political party, political action committee, or similar entity. Please list each individual contribution and not the total amount contributed to the person or entity during the year.

Name of Recipient	Amount	Year of Contribution
Justin Brown for Delegate (Virginia)	$250	2015
Justin Brown for Delegate (Virginia)	$350	2015
Justin Brown for Delegate (Virginia)	$300	2015
Kevin Walling for Montgomery County Democratic Central Committee Chair	$250	2014
In my previous capacity as a Member of Congress, congressional candidate, and gubernatorial candidate, my political action committee made contributions that are listed in the attached.		

[Attachments follow:]

Political Activity
Question 6(C) Contributions

6/24/2010	2010 General	$500.00	Michaud for Congress	Androscoggin County Democratic Committee
9/15/2010	2010 General	$250.00	Michaud for Congress	Madawaska Democratic Committee
10/15/2010	2010 General	$1,000.00	Michaud for Congress	PINGREE FOR CONGRESS
10/15/2010	2010 General	$1,000.00	Mill to the Hill PAC	SCHAUER FOR CONGRESS
10/15/2010	2010 General	$1,000.00	Mill to the Hill PAC	CHILDERS FOR CONGRESS
10/15/2010	2010 General	$1,000.00	Mill to the Hill PAC	FRIENDS OF PHIL HARE
10/15/2010	2010 General	$1,000.00	Mill to the Hill PAC	PATRICK MURPHY FOR CONGRESS
10/18/2010	2010 General	$1,000.00	Mill to the Hill PAC	BRALEY FOR CONGRESS
10/18/2010	2010 General	$1,000.00	Mill to the Hill PAC	PERRIELLO FOR CONGRESS
10/18/2010	2010 General	$1,000.00	Mill to the Hill PAC	WU FOR CONGRESS
10/18/2010	2010 General	$1,000.00	Mill to the Hill PAC	KISSELL FOR CONGRESS
10/22/2010	2010 General	$1,000.00	Michaud for Congress	ZACK SPACE FOR CONGRESS COMMITTEE
10/29/2010	2010 General	$1,000.00	Mill to the Hill PAC	Charlie Wilson for Congress
10/29/2010	2010 General	$1,000.00	Mill to the Hill PAC	Mike McIntyre for Congress
10/29/2010	2010 General	$1,000.00	Mill to the Hill PAC	Sanford Bishop for Congress
10/29/2010	2010 General	$1,000.00	Mill to the Hill PAC	ZACK SPACE FOR CONGRESS COMMITTEE
10/29/2010	2010 General	$1,000.00	Mill to the Hill PAC	MARK CRITZ FOR CONGRESS COMMITTEE
11/15/2010	2012 Primary	$300.00	Michaud for Congress	Aroostook County Dems
11/22/2010	2010 General	$1,000.00	Mill to the Hill PAC	BETTY SUTTON FOR CONGRESS
6/2/2011	2012 Primary	$1,000.00	Mill to the Hill PAC	MARK CRITZ FOR CONGRESS COMMITTEE
6/20/2011	2012 Primary	$1,000.00	Mill to the Hill PAC	CICILLINE COMMITTEE
6/20/2011	2012 Primary	$1,000.00	Mill to the Hill PAC	BETTY SUTTON FOR CONGRESS
6/20/2011	2012 Primary	$1,000.00	Mill to the Hill PAC	TIM WALZ FOR US CONGRESS
6/21/2011	2012 Primary	$1,000.00	Mill to the Hill PAC	GIFFORDS FOR CONGRESS
8/26/2011	2012 Special	$500.00	Mill to the Hill PAC	DAVID WEPRIN FOR CONGRESS
9/8/2011	2012 Special	$1,000.00	Mill to the Hill PAC	FRIENDS OF KATE MARSHALL
9/23/2011	2012 Primary	$500.00	Mill to the Hill PAC	DONNELLY FOR INDIANA
10/12/2011	2012 Primary	$250.00	Michaud for Congress	Kennebec County Democratic Committee
10/21/2011	2012 Primary	$250.00	Michaud for Congress	Penobscot County Democratic Committee
11/3/2011	2012 Primary	$250.00	Michaud for Congress	Androscoggin County Democratic Committee
11/3/2011	2012 Primary	$1,000.00	Mill to the Hill PAC	MARK CRITZ FOR CONGRESS COMMITTEE
11/17/2011	2012 Special	$1,000.00	Mill to the Hill PAC	BONAMICI FOR CONGRESS
2/16/2012	2012 Primary	$1,000.00	Mill to the Hill PAC	BOB FILNER FOR CONGRESS
2/28/2012	2012 Primary	$1,000.00	Mill to the Hill PAC	Charlie Wilson for Congress

Political Activity
Question 6(C) Contributions

2/28/2012	2012 Primary	$1,000.00	Mill to the Hill PAC	BETTY SUTTON FOR CONGRESS
2/28/2012	2012 Primary	$1,000.00	Mill to the Hill PAC	RON BARBER FOR CONGRESS
3/26/2012	2012 Primary	$500.00	Mill to the Hill PAC	DONNELLY FOR INDIANA
3/30/2012	2012 Primary	$1,000.00	Mill to the Hill PAC	TIM WALZ FOR US CONGRESS
4/27/2012	2012 Primary	$1,000.00	Mill to the Hill PAC	MCDOWELL FOR CONGRESS
6/20/2012	2012 Primary	$500.00	Mill to the Hill PAC	Tierney For Congress
6/20/2012	2012 Primary	$500.00	Mill to the Hill PAC	JOE MIKLOSI FOR CONGRESS
6/20/2012	2012 General	$500.00	Mill to the Hill PAC	TRIVEDI FOR CONGRESS
6/20/2012	2012 Primary	$500.00	Mill to the Hill PAC	CAROL SHEA-PORTER FOR CONGRESS
6/20/2012	2012 General	$500.00	Mill to the Hill PAC	BETTY SUTTON FOR CONGRESS
6/20/2012	2012 General	$500.00	Mill to the Hill PAC	LARRY MAGGI FOR CONGRESS
6/20/2012	2012 General	$500.00	Mill to the Hill PAC	MCNERNEY FOR CONGRESS
6/20/2012	2012 Primary	$500.00	Mill to the Hill PAC	FRIENDS OF JULIAN SCHREIBMAN
6/20/2012	2012 Primary	$500.00	Mill to the Hill PAC	LOUISE SLAUGHTER RE-ELECTION COMMITTEE
6/20/2012	2012 General	$500.00	Mill to the Hill PAC	BILL FOSTER FOR CONGRESS COMMITTEE
6/20/2012	2012 General	$500.00	Mill to the Hill PAC	KISSELL FOR CONGRESS
6/20/2012	2012 General	$500.00	Mill to the Hill PAC	DAVE CROOKS FOR CONGRESS
6/20/2012	2012 Primary	$500.00	Mill to the Hill PAC	VAL DEMINGS FOR CONGRESS
6/20/2012	2012 General	$500.00	Mill to the Hill PAC	MARK CRITZ FOR CONGRESS COMMITTEE
6/20/2012	2012 Primary	$500.00	Mill to the Hill PAC	TIM BISHOP FOR CONGRESS
6/20/2012	2012 General	$500.00	Mill to the Hill PAC	Friends of Lois Capps
6/20/2012	2012 General	$500.00	Mill to the Hill PAC	SHELLEY ADLER FOR CONGRESS
6/30/2012	2012 General	$1,000.00	Mill to the Hill PAC	DILL FOR US SENATE
7/24/2012	2012 General	$1,500.00	Michaud for Congress	Hancock County Democratic Committee
10/18/2012	2012 General	$1,000.00	Mill to the Hill PAC	Tierney For Congress
10/18/2012	2012 General	$1,000.00	Mill to the Hill PAC	CICILLINE COMMITTEE
10/18/2012	2012 General	$1,000.00	Mill to the Hill PAC	FRIENDS OF JOHN BARROW
10/18/2012	2012 General	$1,000.00	Mill to the Hill PAC	KISSELL FOR CONGRESS
10/30/2012	2012 General	$200.00	Michaud for Congress	Androscoggin County Democratic Committee
10/30/2012	2012 General	$500.00	Michaud for Congress	JOE MIKLOSI FOR CONGRESS
10/30/2012	2012 General	$500.00	Michaud for Congress	BOSWELL FOR CONGRESS
10/30/2012	2012 General	$500.00	Michaud for Congress	MCDOWELL FOR CONGRESS
10/30/2012	2012 General	$500.00	Michaud for Congress	Enyart for Congress
10/30/2012	2012 General	$1,000.00	Michaud for Congress	LOUISE SLAUGHTER RE-ELECTION COMMITTEE
10/30/2012	2012 General	$500.00	Michaud for Congress	TIM WALZ FOR US CONGRESS
10/30/2012	2012 General	$500.00	Michaud for Congress	Gill for Congress
10/30/2012	2012 General	$1,000.00	Michaud for Congress	Mike McIntyre for Congress
10/30/2012	2012 General	$500.00	Michaud for Congress	MARK CRITZ FOR CONGRESS COMMITTEE
10/30/2012	2012 General	$500.00	Mill to the Hill PAC	MULLEN FOR CONGRESS
10/30/2012	2012 General	$750.00	Mill to the Hill PAC	FRIENDS OF DAN MAFFEI
10/30/2012	2012 General	$750.00	Mill to the Hill PAC	FRIENDS OF TAMMY DUCKWORTH
1/30/2013	2014 Primary	$5,000.00	Michaud for Congress	DEMOCRATIC CONGRESSIONAL CAMPAIGN COMMITTEE
1/30/2013	2014 Primary	$5,000.00	Michaud for Congress	DEMOCRATIC CONGRESSIONAL CAMPAIGN COMMITTEE
3/29/2013	2014 Primary	$3,500.00	Michaud for Congress	DEMOCRATIC CONGRESSIONAL CAMPAIGN COMMITTEE
6/19/2013	2014 Primary	$3,000.00	Michaud for Congress	Michaud for Maine
6/24/2013	2014 Primary	$10,000.00	Michaud for Congress	DEMOCRATIC CONGRESSIONAL CAMPAIGN COMMITTEE
3/14/2014	2014 Primary	$10,000.00	Michaud for Congress	Maine Democratic State Committee
6/11/2014	2014 General	$2,000.00	Michaud for Congress	Cain for Congress
6/24/2014	2014 General	$1,000.00	Michaud for Congress	Gay & Lesbian Victory Fund
5/29/2015	2016 Primary	$2,500.00	Michaud for Maine	Maine Democratic State Committee
		$98,000.00		

7. Publications

List the titles, publishers and dates of books, articles, reports or other published materials that you have written, including articles published on the Internet.

Title	Publisher	Date(s) of Publication
Serving Our Veterans	Article posted on Michaud for Governor campaign website, which is no longer online.	10/06/2014
A Cultural Vision for Maine	Article posted on Michaud for Governor campaign website, which is no longer online.	10/01/2014
Getting It Right for Healthcare	Article posted on Michaud for Governor campaign website, which is no longer online.	09/15/2014
Making Maine the Food Basket for New England	Article posted on Michaud for Governor campaign website, which is no longer online.	08/26/2014
Creating the Office of the Inspector General	Article posted on Michaud for Governor campaign website, which is no longer online.	06/05/2014
Made in Maine	Article posted on Michaud for Governor campaign website, which is no longer online.	02/19/2014

8. Public Statements

(A) List any testimony, official statements or other communications relating to matters of public policy that you have issued or provided or that others presented on your behalf to public bodies or officials.

During my tenure as an elected official and running for office, I gave numerous speeches, issued numerous public statements, and participated in countless interviews. To the best of my ability, I have listed those in the attached document.

(B) List any speeches or talks delivered by you, including commencement speeches, remarks, lectures, panel discussions, conferences, political speeches, and question-and-answer sessions. Include the dates and places where such speeches or talks were given.

During my tenure as an elected official and running for office, I gave numerous speeches and issued numerous public statements. To the best of my ability, I have listed those in the attached document.

(C) List all interviews you have given to newspapers, magazines or other publications, and radio or television stations (including the dates of such interviews).

During my tenure as an elected official and running for office, I gave numerous speeches and issued numerous public statements. To the best of my ability, I have listed those in the attached document.

[Attachments for A, B, and C follow:]

8. Public Statements

	DATE	Type
Maine Rx Press Conference at National Press Club	1/21/2003	Regular
55th Annual Fort Kent Chamber of Commerce Dinner	1/23/2003	Regular
Gwethalyn Phillips Tribute	1/25/2003	Regular
RECOGNIZING THE 92ND BIRTHDAY OF RONALD REAGAN	02/11/03	Floor Speech
CONFERENCE REPORT ON H J RES 2, CONSOLIDATED APPROPRIATIONS RESOLUTION, 2003	02/13/03	Floor Speech
PERSONAL RESPONSIBILITY, WORK, AND FAMILY PROMOTION ACT OF 2003	02/13/03	Floor Speech
Friends of Bangor Public Library	2/14/2003	Regular
First Responder Press Conference	2/24/2003	Regular
Maine Credit Union League Breakfast	2/25/2003	Regular
THE PRESIDENT'S CREDIBILITY GAP	02/28/03	Floor Speech
THE COMMERCIAL TRUCK HIGHWAY SAFETY DEMONSTRATION PROGRAM ACT OF 2003	03/07/03	Floor Speech
Dexter Federal Credit Union Annual Meeting	3/9/2003	Regular
Notre Dame Waterville Federal Credit Union Annual Meeting	3/9/2003	Regular
Cover the Uninsured Event	3/10/2003	Regular
Notre Dame Federal Credit Union Annual Meeting	3/14/2003	Regular
Induction of Nancy Hensel into Maine Women's Hall of Fame Induction	3/15/2003	Regular
Community Forum on Iraq War	3/16/2003	Regular
Caribou Veterans Flag Raising	3/19/2003	Regular
EXPRESSING SUPPORT AND APPRECIATION FOR THE PRESIDENT AND MEMBERS OF THE ARMED FORCES PA	03/20/03	Floor Speech
TRIBUTE TO DAVID KEELEY	03/27/03	Floor Speech
OPPOSING BUDGET CUTS TO VETERANS PROGRAMS	04/01/03	Floor Speech
AMERICA RX	04/09/03	Floor Speech
Honoring Former POWs Day	4/9/2003	Regular
ON THE VETERANS' SURVIVING CHILDREN'S BENEFITS ACT	04/11/03	Floor Speech
Veterans Round Table at Bangor Veterans Home	4/14/2003	Regular
American Nurses Association - Maine Nursing Conference	4/18/2003	Regular
First Responders Town Meeting With Congressman Steny Hoyer	4/21/2003	Regular
Family Fraud Prevention Forum	4/24/2003	Regular

8. Public Statements

DAV National Commander Testimonial Dinner	4/26/2003	Regular
America RX Press Conference at Maine Statehouse	4/28/2003	Regular
Maine Credit Union League Annual Dinner	5/1/2003	Regular
SERVICEMEMBERS CIVIL RELIEF ACT	05/07/03	Floor Speech
JOBS AND GROWTH RECONCILIATION TAX ACT OF 2003	05/09/03	Floor Speech
American Legion David Culllens Testimonial Dinner	5/10/2003	Regular
AUTHORIZING USE OF CAPITOL GROUNDS FOR DC SPECIAL OLYMPICS LAW ENFORCEMENT TORCH RUN	05/13/03	Floor Speech
TONY HALL FEDERAL BUILDING AND UNITED STATES COURTHOUSE	05/13/03	Floor Speech
CONVEYANCE OF DECOMMISSIONED COAST GUARD CUTTER	05/13/03	Floor Speech
CONGRESS SHOULD EXTEND UNEMPLOYMENT INSURANCE BENEFITS IMMEDIATELY	05/14/03	Floor Speech
Maine DAV Convention	5/17/2003	Regular
Letter Carriers Breakfast	5/18/2003	Regular
SELECTED RESERVE HOME LOAN EQUITY ACT	05/20/03	Floor Speech
VETERANS' COMPENSATION COST-OF-LIVING ADJUSTMENT ACT OF 2003	05/20/03	Floor Speech
UNEMPLOYMENT COMPENSATION AMENDMENTS OF 2003	05/22/03	Floor Speech
Memorial Day Speech 2003	5/23/2003	Regular
Bangor Maine Veterans Home Ribbon Cutting	6/1/2003	Regular
CELEBRATING A LIFETIME OF ACHIEVEMENT AND THE LONGEVITY OF A LEWISTON LANDMARK	06/05/03	Floor Speech
WORKING FAMILIES TAX CREDIT ACT OF 2003	06/10/03	Floor Speech
Benefits for Survivors of Deceased Servicemembers and Veterans	6/12/2003	Regular
Maine Credit Union League Insurance Trust's 40th Annual Meeting	6/13/2003	Regular
VFW Annual State Convention	6/13/2003	Regular
TAXPAYER PROTECTION AND IRS ACCOUNTABILITY ACT OF 2003	06/18/03	Floor Speech
American Legion Ladies Auxiliary State Convention	6/19/2003	Regular
American Legion State Convention	6/19/2003	Regular
REPUBLICAN PRESCRIPTION DRUG BILL OUTLAWS BULK PURCHASING POWER TO NEGOTIATE LOWER DRUG	06/23/03	Floor Speech
VETERANS ENTREPRENEURSHIP AND BENEFITS IMPROVEMENT ACT OF 2003	06/23/03	Floor Speech
REMOVAL OF NAME OF MEMBER AS COSPONSOR OF HR 3364	06/26/03	Floor Speech
MEDICARE PRESCRIPTION DRUG AND MODERNIZATION ACT OF 2003	06/26/03	Floor Speech

8. Public Statements

Maine International Film Festival in Waterville	7/11/2003	Regular
MOTION TO INSTRUCT CONFEREES ON HR 1308, TAX RELIEF, SIMPLIFICATION, AND EQUITY ACT OF 2003	07/16/03	Floor Speech
ANNOUNCEMENT OF INTENT TO OFFER MOTION TO INSTRUCT CONFEREES ON HR 1308, TAX RELIEF, SIMI	07/16/03	Floor Speech
Rx Town Hall	7/18/2003	Regular
RECOGNIZING AND SUPPORTING THE GOALS AND IDEALS OF THE YEAR OF THE KOREAN WAR VETERAN	07/21/03	Floor Speech
NATIONAL CEMETERY EXPANSION ACT OF 2003	07/21/03	Floor Speech
PhRMA Rx for Maine	7/22/2003	Regular
Singapore-Chile Press Conference	7/22/2003	Regular
VETERANS HEALTH CARE IMPROVEMENT ACT OF 2003	07/23/03	Floor Speech
UNITED STATES-SINGAPORE FREE TRADE AGREEMENT IMPLEMENTATION ACT	07/24/03	Floor Speech
Installation Ceremony for Dale Demers at TOGUS	7/31/2003	Regular
Trade stump speech	8/4/2003	Regular
NASVH Annual Conference	8/10/2003	Regular
Golden Age Games Closing Ceremony	8/12/2003	Regular
Caribou Maine Veterans Home	8/16/2003	Regular
City of Auburn as Port of Entry for Customs Celebration	8/27/2003	Regular
Mural Unveiling by Greater Bangor Area Central Labor Council	9/1/2003	Regular
Labor Day Remarks on Introducing the Workforce Fairness and Tax Relief Act of 2003	9/1/2003	Regular
WINSTON E ARNOW FEDERAL BUILDING DESIGNATION ACT	09/03/03	Floor Speech
AmeriCorps	9/4/2003	Regular
SAM 2003 Banquet	9/6/2003	Regular
Nature Conservancy Millinocket	9/11/2003	Regular
POWMiA Remembrance Events	9/13/2003	Regular
Houlton POW Dedication	9/14/2003	Regular
THE NATIONAL DEBT	09/16/03	Floor Speech
Maine Association of Broadcasters Friend of the First Amendment Award Dinner	9/20/2003	Regular
Forgotten Families First Conference	9/21/2003	Regular
EXPRESSING SYMPATHY TO CITIZENS OF EUROPE	09/24/03	Floor Speech
Maine Rivers Conference	9/25/2003	Regular

8. Public Statements

New England Board of Higher Education	9/27/2003	Regular
DECLARING EMPORIA, KANSAS, AS THE FOUNDING CITY OF VETERANS DAY HOLIDAY	09/30/03	Floor Speech
APPOINTMENT OF CONFEREES ON HR 2660, DEPARTMENTS OF LABOR, HEALTH AND HUMAN SERVICES, A	10/02/03	Floor Speech
Fair Trade Fest	10/2/2003	Regular
Penobscot River Partnership	10/2/2003	Regular
Fire Fighter Memorial Day	10/4/2003	Regular
SERVICEMEMBERS CIVIL RELIEF ACT	10/08/03	Floor Speech
VETERANS BENEFITS ACT OF 2003	10/08/03	Floor Speech
MANDATED TRAINING FOR AIRCREWS	10/08/03	Floor Speech
ANNOUNCEMENT OF INTENTION TO OFFER MOTION TO INSTRUCT ON HR 1, MEDICARE PRESCRIPTION DR	10/09/03	Floor Speech
MOTION TO INSTRUCT CONFEREES ON HR 1, MEDICARE PRESCRIPTION DRUG AND MODERNIZATION ACT	10/10/03	Floor Speech
Maine Council of Senior Citizens - RX Bus Trip to Canada	10/14/2003	Regular
Maine Manufactured Housing Annual Meeting	10/17/2003	Regular
Sebasticook Lakes Dedication	10/18/2003	Regular
2004 Jefferson Jackson Dinner	10/23/2003	Regular
Maine People's Alliance Annual Dinner - MHM Receiving Rising Tide Award	10/24/2003	Regular
PTA State Convention	10/25/2003	Regular
NATIONAL CEMETERY EXPANSION ACT OF 2003	10/29/03	Floor Speech
RELIEF FOR UNEMPLOYED WORKERS	10/29/03	Floor Speech
Medicare Rx Press Conference in Lewiston	10/29/2003	Regular
Maine State Employees Association	10/29/2003	Regular
WORLD POPULATION AWARENESS WEEK	10/31/03	Floor Speech
Maine Elks Dinner in Honor Of Amos McCallum	11/3/2003	Regular
RECOGNIZING THE NATIONAL STONE, SAND & GRAVEL ASSOCIATION	11/05/03	Floor Speech
CONFERENCE REPORT ON HR 1588, NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2004	11/07/03	Floor Speech
2003 Jefferson Jackson Dinner	11/8/2003	Regular
Next Step Domestic Violence Project	11/8/2003	Regular
Economic Development Conference	11/10/2003	Regular
Veterans Day 2003	11/11/2003	Regular

8. Public Statements

Maine Affordable Housing Network	11/14/2003	Regular
Maine State Employees' Association 1989 Hancock County	11/14/2003	Regular
HONORING SEEDS OF PEACE FOR ITS PROMOTION OF UNDERSTANDING AMONG YOUTH FROM REGIONS C	11/19/03	Floor Speech
Maine AFL-CIO Convention Banquet	11/19/2003	Regular
VETERANS BENEFITS ACT OF 2003	11/20/03	Floor Speech
From the Mill to the Hill - Husson College Business Breakfast	12/4/2003	Regular
Somerset County Economic Development Corporation Meeting	12/12/2003	Regular
Maine Bio Tech Annual Meeting	12/15/2003	Regular
Bob Kasputes as Maine SBDC 2003 State Star	12/23/2003	Regular
101st Air Refueling Wing Recognition Ceremony	1/11/2004	Regular
Economic Development Information Coalition	1/13/2004	Regular
Democratic Response to President's Radio Address	1/15/2004	Regular
United Way of Eastern Maine Campaign	1/15/2004	Regular
American Nurses Association - Maine Nursing Conference	1/16/2004	Regular
Maine Association of Police Annual Awards Banquet	1/17/2004	Regular
Regional Scholastics Art Awards	1/17/2004	Regular
American Legion Mid-Winter Conference	1/17/2004	Regular
Maine Credit Unions Operation Phone Home campaign	1/22/2004	Regular
Penobscot County Dems Pre Caucus Gathering	1/24/2004	Regular
Jay Livermore LivermoreFalls Chamber of Commerce Annual Meeting	1/26/2004	Regular
Jay Livermore LivermoreFalls Chamber of Commerce Annual Meeting	1/26/2004	Regular
Cub Scout Blue and Gold Event	2/6/2004	Regular
OUTSOURCING OF US SERVICE JOBS OVERSEAS	02/10/04	Floor Speech
UNITED AIRLINES UNFAIRLY CUTTING RETIREE HEALTH BENEFITS	02/11/04	Floor Speech
Frenchville Potato and Logger Meeting	2/18/2004	Regular
Lewiston Auburn Rotary	2/19/2004	Regular
ActionCommitteeof50	2/20/2004	Regular
Maine Credit Union League Breakfast	2/24/2004	Regular
Firefighter Grant Workshop	2/28/2004	Regular

8. Public Statements

Student Nurses Association of Maine Convention	2/28/2004	Regular
DAV Installation	2/28/2004	Regular
VA Funding and Homeland Security Funding	3/1/2004	Regular
John Marvin Memorial Reception	3/1/2004	Regular
Cary Medical Center Ribbon Cutting	3/5/2004	Regular
Maine Lobstermen Association Annual Meeting	3/6/2004	Regular
Rainbow Federal Credit Union Annual Membership Meeting	3/7/2004	Regular
CONGRATULATING DETROIT SHOCK FOR WINNING 2003 WOMEN'S NATIONAL BASKETBALL ASSOCIATION	03/09/04	Floor Speech
United Way of Mid-Maine 50th Anniversary Celebration	3/13/2004	Regular
RELATING TO THE LIBERATION OF THE IRAQI PEOPLE AND THE VALIANT SERVICE OF THE UNITED STATES A	03/17/04	Floor Speech
New England Conference of Machinists	3/17/2004	Regular
THREAT FROM MERCURY EMISSIONS	03/18/04	Floor Speech
Bucksport Chamber of Commerce Dinner	3/19/2004	Regular
APPOINTMENT OF CONFEREES ON S CON RES 95, CONCURRENT RESOLUTION ON THE BUDGET FOR FISCA	03/20/04	Floor Speech
Maine Lesbian Gay Political Alliance 20th Anniversary	3/20/2004	Regular
Maine Relatives as Parents Project Forum: The Importance of Grandparents in Maine's Children's Lives	3/26/2004	Regular
Charles O. Howard Memorial Foundation Auction	3/27/2004	Regular
Bates College Democrats	3/28/2004	Regular
Otis Federal Credit Union 50th Annual Meeting	3/28/2004	Regular
AFL-CIO Jobs Bus Trip	3/30/2004	Regular
Umaine Technology Forum	3/30/2004	Regular
TRANSPORTATION EQUITY ACT: A LEGACY FOR USERS	04/02/04	Floor Speech
SAM 2004 Banquet	4/6/2004	Regular
Androscoggin Valley Council of Governments Economic Development Day	4/14/2004	Regular
Maine Community Policing Institute	4/14/2004	Regular
Home Workers Organized for More Employment (HOME) Co-op Annual Meeting	4/15/2004	Regular
IBEW Local 1768 Retiree Dinner	4/15/2004	Regular
Bath Iron Works Christening of the DDG 94 Nitze	4/17/2004	Regular
Trout Unlimited Dinner	4/19/2004	Regular

8. Public Statements

GUARDSMEN AND RESERVISTS FINANCIAL RELIEF ACT OF 2003	04/21/04	Floor Speech
EARTH DAY	04/22/04	Floor Speech
Safari Club International Members Meeting	4/22/2004	Regular
Knights of Columbus Speech	4/23/2004	Regular
Civil Air Patrol Conference	4/24/2004	Regular
PACE Spring Convention	4/27/2004	Regular
ISRAEL WEEK	04/28/04	Floor Speech
NRA - Bear Baiting Referendum	4/28/2004	Regular
Mid-Maine Chamber of Commerce Dinner	4/29/2004	Regular
Somerset County Economic Development Corporation Meeting	4/30/2004	Regular
Rumford Hospital Federal Grant	5/1/2004	Regular
AIPAC New England Dinner	5/2/2004	Regular
Northeast Historic Film - Debut Screening	05/03/04	Regular
United Biker's of Maine Governor's Tea	5/5/2004	Regular
Creative Economy - Blaine House Conference	5/7/2004	Regular
Eastern Maine Community College Comedy Night	5/8/2004	Regular
Waterville Community Rally and Picnic - Re-elect campaign	5/8/2004	Regular
John Kerry Reception	5/10/2004	Regular
RECOGNIZING THE 60TH ANNIVERSARY OF THE SERVICEMEN'S READJUSTMENT ACT OF 1944	05/11/04	Floor Speech
Lewiston-Auburn Foreign Trade Zone Public Hearing	5/11/2004	Regular
Vets Bangor Clinic	5/11/2004	Regular
Maine Discovery Museum	5/15/2004	Regular
Maine Postal Workers Union Convention	5/15/2004	Regular
Maine DAV State Convention	5/15/2004	Regular
FALLEN HEROES	05/20/04	Floor Speech
2004 Democratic State Convention Speech	5/22/2004	Regular
Maine Credit Union League Annual Dinner	5/22/2004	Regular
Holocaust Human Rights Center Maine Annual Meeting	5/23/2004	Regular
Greater Bangor Area Central Labor Council	5/24/2004	Regular

8. Public Statements

Waterville High School Unveiling of "A Guide to Financing Higher Education	5/24/2004	Regular
SBA Annual Awards Dinner	5/25/2004	Regular
Blue Green Conference	5/26/2004	Regular
Kennebec Valley Council of Governments Executive Board	5/26/2004	Regular
St. Mary's Annual Meeting	5/26/2004	Regular
UMaine Sea Grant	5/27/2004	Regular
Bar Harbor Chamber of Commerce Luncheon	5/28/2004	Regular
WWII Memorial Dedication	5/29/2004	Regular
Vets Cole Land Transportation	5/31/2004	Regular
Memorial Day Speech 2004	5/31/2004	Regular
Vets Forum on Mandatory Funding	6/3/2004	Regular
PERSONAL EXPLANATION FOR ABSENCE	06/04/04	Floor Speech
Maine Center for Economic Policy 10th Anniversary Dinner	6/4/2004	Regular
133rd Engineering Battalion Benefit Concert	6/5/2004	Regular
Childrens Miracle Network	6/5/2004	Regular
Maine Federation of Business and Professional Women Annual Meeting	6/5/2004	Regular
Graduation Speech Upper Kennebec Valley Jr-Sr High School Graduation	6/6/2004	Regular
MOURNING THE PASSING OF PRESIDENT RONALD REAGAN	06/09/04	Floor Speech
Medal Presentation Sgt Miller	6/12/2004	Regular
RECOGNIZING AND HONORING SERVICE OF THOSE WHO VOLUNTEER TIME TO PARTICIPATE IN FUNERAL H	06/14/04	Floor Speech
Dirigo Boys State	6/17/2004	Regular
CELEBRATING OLDER AMERICANS	06/18/04	Floor Speech
AFL-CIO COPE Convention	06/18/04	Regular
Groundbreaking of new Lincolnville Central School & Spirit Day Celebration	6/19/2004	Regular
Maine American Legion Convention	6/19/2004	Regular
CARING FOR OUR VETERANS AND THEIR FAMILIES	06/23/04	Floor Speech
INCREASING MAXIMUM AMOUNT OF HOME LOAN GUARANTY AVAILABLE UNDER HOME LOAN GUARANTY	06/23/04	Floor Speech
REGARDING THE SECURITY OF ISRAEL AND THE PRINCIPLES OF PEACE IN THE MIDDLE EAST	06/23/04	Floor Speech
NORTHEAST REGIONAL DEVELOPMENT COMMISSION	06/25/04	Floor Speech

8. Public Statements

CONGRATULATING DR IRVIN HAMLIN	06/25/04	Floor Speech
Calais/St. Stephen International Border Crossing Project	6/25/2004	Regular
Saint Croix Island International Historic Site	6/25/2004	Regular
Margaret Chase Smith Public Policy Center Washington County Drug Action Team	6/28/2004	Regular
Northeast Regional Development Commission Announcement	6/28/2004	Regular
2004 Acadian Festival - Gendreau Family Reunion	2-Jul	Regular
Greater Bangor Area Central Labor Council July 4 Picnic	7/4/2004	Regular
A NATIONAL MEMORIAL FOR EDMUND S MUSKIE	07/09/04	Floor Speech
Old Town Canoe Hullabaloo	7/11/2004	Regular
Potato Industry Dinner	7/16/2004	Regular
Machias Maine Veterans Home Ground Breaking	7/16/2004	Regular
RECOGNIZING MEMBERS OF AMVETS FOR THEIR SERVICE TO THE NATION	07/20/04	Floor Speech
VETERANS' COMPENSATION COST-OF-LIVING ADJUSTMENT ACT OF 2004	07/20/04	Floor Speech
PRINCIPAL OFFICE OF UNITED STATES COURT OF APPEALS FOR VETERANS CLAIMS AND SENSE OF CONGRES	07/20/04	Floor Speech
BOB MICHEL DEPARTMENT OF VETERANS AFFAIRS OUTPATIENT CLINIC	07/20/04	Floor Speech
TRIBUTE TO SENIORS DAY	07/22/04	Floor Speech
AIPAC The New and The Blue Meeting	7/27/2004	Regular
Award Ceremony to Honor Mary Therese Nelson - 1st Penobscot Indian Nation Woman in USMC	8/5/2004	Regular
112th Medical Company Air Ambulance from Bangor	8/7/2004	Regular
River Valley Technology Center Ribbon Cutting	8/19/2004	Regular
Lewiston Seniors Group	8/22/2004	Regular
Greater Bangor Area Central Labor Council	8/24/2004	Regular
Jack Lew Event in Lewiston and Bangor	8/24/2004	Regular
94th U.S. Army Reserves Welcome Home	8/29/2004	Regular
Labor Day Speech	9/6/2004	Regular
"Invest in American Workers Act" Press Conference	9/6/2004	Regular
Dirigo Alliance Dirigo Alliance 14th Annual Awards Reception	9/10/2004	Regular
MaineGeneral/ Jackman Region Health Center Affiliation Agreement Announcement	9/10/2004	Regular
Stanley Rice Purple Heart Ceremony	9/10/2004	Regular

8. Public Statements

Franco American Kennebec Valley History Society	9/11/2004	Regular
Vets West Enfield Memorial Dedication	9/11/2004	Regular
POWMIA Remembrance Events	9/16/2004	Regular
30th Anniversary of Youth and Family Services, Inc	9/17/2004	Regular
Maine State Federation of Firefighters Convention Banquet	9/18/2004	Regular
sNew Price of Freedom Monument	9/18/2004	Regular
Loggers Council	9/21/2004	Regular
Credit Unions on the Hill Day	9/22/2004	Regular
REGARDING CARY MEDICAL CENTER	09/24/04	Floor Speech
American Legion Fall Conference	9/25/2004	Regular
John Edwards Town Hall	9/26/2004	Regular
Tribute to Seniors	10/1/2004	Regular
Fire Fighter Memorial Day	10/2/2004	Regular
Sex Assault Crisis & Support Center Celebrity Dinner	10/2/2004	Regular
EXPRESSING SENSE OF CONGRESS THAT A MINUTE OF SILENCE SHOULD BE OBSERVED ANNUALLY ON VETE	10/06/04	Floor Speech
CONGRATULATING AND COMMENDING THE VETERANS OF FOREIGN WARS	10/06/04	Floor Speech
SERVICEMEMBERS AND VETERANS LEGAL PROTECTIONS ACT OF 2004	10/06/04	Floor Speech
VFW Ladies Auxiliary	10/9/2004	Regular
Waterville Boys and Girls Club Dinner	10/10/2004	Regular
Take Back the Night at University of Maine	10/12/04	Regular
Coast Guard Eastport Ribbon Cutting	10/16/2004	Regular
Bates Mill Worker Reunion	10/17/2004	Regular
Maine Education Association Annual Fall Conference	10/19/2004	Regular
Maine Education Association Annual Fall Conference	10/19/2004	Regular
Piscataquis Chamber of Commerce Breakfast	10/20/2004	Regular
Maine Association of Chamber of Commerce Executives	10/21/2004	Regular
The Second Worksphere Initiative for the Katahdin Region Conference	10/22/2004	Regular
Manufactured Housing Association of Maine's Annual Meeting	10/22/2004	Regular
Maine Womens Policy Centers Breakfast of Champions	10/26/2004	Regular

8. Public Statements

Maine State Grange Salute to Veterans	10/28/2004	Regular
VETERANS BENEFITS IMPROVEMENT ACT OF 2004	11/17/04	Floor Speech
RECOGNIZING WORK OF MR PERLEY BEANE	11/18/04	Floor Speech
East Millinocket Federal Credit Union Chapter Dinner	11/30/2004	Regular
Don't Fence Me In Movie Showing	12/1/2004	Regular
Maine Transportation Conference - Keynote Address	12/2/2004	Regular
MBTA Bangor Area Meeting	12/2/2004	Regular
MaineRiversConference	12/4/2004	Regular
Somerset County Economic Development Commission Leg... Breakfast	12/09/04	Regular
Northern Forest Lands Council Keynote	12/10/2004	Regular
Maine National Guard Birthday	12/13/2004	Regular
Northeastern Maine EMS Council Military Service Recognition Ceremony	12/15/2004	Regular
Rumford Hospital Federal Grant	12/17/2004	Regular
Military Families Holiday Party	12/18/2004	Regular
SAM Sportsmens Congress	1/7/2005	Regular
Dottie Melanson Reception	1/9/2005	Regular
Farm Bill Listening Session in Bangor	01/11/05	Regular
Martin Luther King Jr. Day	01/17/05	Regular
Jay AMVETS Special Olympics Committee Fundraiser	01/21/05	Regular
Maine Potato Board Annual Meeting	01/21/05	Regular
Regional Scholastic Art Awards and Congressional District Art Awards	01/21/05	Regular
152nd Send Off	01/29/05	Regular
152 Field Artillery Welcome Home	02/13/05	Regular
Coastal Enterprise Annual Meeting - Statement in Lieu of Speech	02/15/05	Regular
RA Recognition Ceremony University of Maine	02/20/05	Regular
Bangor Chamber Breakfast	02/22/05	Regular
INTRODUCTION OF THE COMMERCIAL TRUCK HIGHWAY SAFETY DEMONSTRATION PROGRAM ACT OF 2005	03/01/05	Floor Speech
Maine Credit Union League Annual DC Breakfast	03/01/05	Regular
Fair Point New England Booth at the Can Am Races	03/02/05	Regular

8. Public Statements

Budget VAHealth Press Conference	03/03/05	Regular
Small Business Committee – Trade Association Meet and Greet	03/03/05	Regular
Joint Press Conference on Budget Priorities Regarding Department of Veterans	03/07/05	Regular
Public Swearing-In Ceremony of new SBA Regional Administrator Charles Summers	03/07/05	Regular
CWA - Flight Attendant's Legislative Conference	03/08/05	Regular
Paralyzed Vets of America Chapter Legislative/Advocacy Training Seminar	03/09/05	Regular
Maine Warden's Service Annual Banquet	03/11/05	Regular
Induction of Former Senator Judy Paradis into the Maine Women's Hall of Fame	03/19/05	Regular
Induction of Former State Senator Judy Paradis into the Maine Women's Hall of Fame	3/19/2005	Regular
Millinocket Rotary	03/21/05	Regular
Brownfields Training	03/25/05	Regular
John Marvin Memorial Reception	03/30/05	Regular
Washington County CAP Incubator Without Walls Graduation Ceremony	04/01/05	Regular
MRG, Inc. / DownEast Rail 16th Annual Meeting	04/02/05	Regular
Bath Iron Works Save the Jobs Rally	04/06/05	Regular
Maine Pulp and Paper Association Event	04/08/05	Regular
Shirley Chisholm Award Acceptance Speech New England Educational Opportunity Association Conference	04/08/05	Regular
Maine Snowmobile Association Annual Meeting	04/12/05	Regular
6th Annual Technology Forum and Luncheo	04/13/05	Regular
Introduction of Comprehensive Assistance for Veterans Exposed to Traumatic Stressors Act of 2005	04/13/05	Regular
WORKERS' RIGHTS IN BREWER, MAINE	04/17/05	Floor Speech
NORTHEAST REGIONAL ECONOMIC DEVELOPMENT COMMISSION	04/20/05	Floor Speech
Eagles 100th Anniversary	04/21/05	Regular
Earth Day Event - "Protect Our Children and Our Future"	04/22/05	Regular
Tour of NOAA's Hurricane Hunter Aircraft 2005 East Coast Hurricane Awareness Tour	04/22/05	Regular
VFW Annual PastC ommanders Recognition Night Essay Winners	04/22/05	Regular
Advanced Manufacturing Center Grounf Breaking	04/23/05	Regular
Portsmouth Naval Shipyard Rolling Shipyards Rally	04/23/05	Regular
Governor's Service Awards Ceremony	04/25/05	Regular

8. Public Statements

Maine Credit Union League Annual Dinner	04/29/05	Regular
enobscot River Unified Atlantic Salmon Clubs	04/30/05	Regular
Veterans POW/MIA Remebrance Bridge	04/30/05	Regular
May Day Benefit for DHL Workers	05/01/05	Regular
Maine Council of Seniors and Alliance of Retired Americans Truck Tour	05/02/05	Regular
CAFTA, LIKE NAFTA, IS BAD TRADE POLICY	05/04/05	Floor Speech
Bikers of Maine Tea	05/04/05	Regular
Army Center Announcement	05/06/05	Regular
Promotion of Brigadier General John W. Libby to Major General	05/06/05	Regular
Congressman Kucinich Event on Deer Isle	05/07/05	Regular
National Institute of Metalworking Skills Management Center in Auburn	05/09/05	Regular
HOLOCAUST REMEMBRANCE DAY	05/10/05	Floor Speech
CAFTA Rally	05/10/05	Regular
Penobscot Nation Boys & Girls Club Appeal Kick-Off	05/12/05	Regular
Maine DAV Annual Banquet	05/14/05	Regular
Kennebec Valley Community College Commencement	05/15/05	Regular
Blaine House Seminar Veterans	05/21/05	Regular
Brooks Town Celebration	05/21/05	Regular
Maine American Legion Department Joint Testimonial Honoring Department Commander William "Gene"	05/21/05	Regular
Annual Meeting of the Holocaust Human Rights Center	05/22/05	Regular
National Association of Letter Carriers Breakfast	05/22/05	Regular
US Business and Industry Council - CAFTA	05/22/05	Regular
NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2006	05/25/05	Floor Speech
Maine Veteran's Coordinating Committee Memorial Day Ceremony	05/30/05	Regular
Memorial Day	05/30/05	Regular
Southwest Harbor Village Green Park and Veteran's Memorial Dedication	05/30/05	Regular
Awarding of Medals for Vietnam Veteran Ryan Jennings	06/03/05	Regular
152 Field Artillery Welcome Home and Salute	06/04/05	Regular
Childrens Miracle Network	06/04/05	Regular

8. Public Statements

Maine AMVETS Annua lBanquet	06/04/05	Regular
Maine FVW State Convention	06/10/05	Regular
Madison Area High School Graduation Speech	06/12/05	Regular
G Co 126th AVIM Detachment Send Off Ceremony	06/17/05	Regular
Social Security Town Hall – Dayton, Ohio	06/17/05	Regular
Dirigo Boys State	06/19/05	Regular
REGARDING MEETING WITH GENERAL LLOYD W NEWTON	06/27/05	Floor Speech
MAKING SUPPLEMENTAL APPROPRIATIONS FOR VETERANS MEDICAL SERVICES	06/30/05	Floor Speech
CONGRATULATING MILLINOCKET REGIONAL HOSPITAL FOR FIFTY YEARS OF SERVICE	06/30/05	Floor Speech
Civil War Monument rededication in Dover-Foxcroft	07/02/05	Regular
Greater Bangor Area Central Labor Council Speech	07/04/05	Regular
Northern Maine Development Corporation Annual Meeting	07/05/05	Regular
Second Annual Old Town Canoe Hullabaloo	07/10/05	Regular
VETERANS' COMPENSATION COST-OF-LIVING ADJUSTMENT ACT OF 2005	07/13/05	Floor Speech
Bath Iron Works Christening Farragut DDG99	07/22/05	Regular
Doweast Heritage Museum	07/23/05	Regular
133rd Engineer Battalion Welcome Home and Salute	07/24/05	Regular
CAFTA IS BAD FOR AMERICA	07/25/05	Floor Speech
ADA 15 Year Celebration	07/26/05	Regular
DOMINICAN REPUBLIC-CENTRAL AMERICA-UNITED STATES FREE TRADE AGREEMENT IMPLEMENTATION A	07/27/05	Floor Speech
Town of Rangeley 150th Celebration	07/30/05	Regular
La Festival de Joie Opening Ceremonies	08/03/05	Regular
Rededication of the Rumford CBOC	08/17/05	Regular
Piscataquis County Thank You Reception	09/01/05	Regular
Greater Bangor Area Central Labor Council Labor Day Sppech	09/05/05	Regular
CONGRATULATING IRVIN ``BUZZ'' CAVERLY	09/06/05	Floor Speech
Dirigo Alliance Annual Awards Dinner 2005	09/09/05	Regular
Hurricane Katrina Speech	09/09/05	Regular
Maine Pulp and Paper Association Event	09/09/05	Regular

8. Public Statements

PiCA's Second Annual Fair Trade Fest	09/10/05	Regular
10th Birthday Celebration of the South Paris Veterans Home	09/16/05	Regular
POW/MIA Recognition Day	09/16/05	Regular
MANUFACTURING TECHNOLOGY COMPETITIVENESS ACT OF 2005	09/21/05	Floor Speech
WWII outfit the 736th FA,BN of Gen, Geo.S Pattons 3rd Army Reunion	09/24/05	Regular
Bangor Vets Home	09/24/05	Regular
3rd International Benzodiazepine Study Group Conference	10/01/05	Regular
Maine's Women Policy Center Breakfast	10/03/05	Regular
Ocean Gateway Groundbreaking Ceremony in Portland	10/03/05	Regular
Maine Food Mobile Good Shepard Food Bank	10/04/05	Regular
Maine Metalworking Hall of Fame and Annual Meeting	10/04/05	Regular
Announcement of Local Redevelopment Authorities For Naval Air Station Brunswick	10/06/05	Regular
Bethel Snomobile Bridge Ceremony	10/07/05	Regular
Gasoline for America's Security Act	10/07/05	Regular
LIHEAP and Response to Rising Heating Oil Prices	10/13/05	Regular
Holocaust Human Rights Center Ribbon Cutting	10/16/05	Regular
HONORING GEORGE HALE	10/17/05	Floor Speech
Maine State Employees Associations Annual Meeting	10/21/05	Regular
Androscoggin Health Care Hospice	10/22/05	Regular
Jefferson Jackson Dinner 2005	10/22/05	Regular
DISAPPROVING THE RECOMMENDATIONS OF THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISS	10/27/05	Floor Speech
Buzz Caverly Retirement Dinner hosted by Steve Rowe	10/30/05	Regular
Maine Peoples Alliance Rising Tide Dinner	11/04/05	Regular
Lincolnville Central School Opening Celebration	11/05/05	Regular
Spurwink Institute Dinner Honoring George Campbell	11/05/05	Regular
Calais CBOC Dedication	11/10/05	Regular
Spaghetti Supper/Homecoming for Spc Fred Allen Jr.	11/11/05	Regular
Veterans Day 2005	11/11/05	Regular
PinRx Grand Opening	11/17/05	Regular

8. Public Statements

55th Annual Maine Transportation Conference	12/01/05	Regular
Lewiston Public Library Marsden Hartley Center Opening	12/04/05	Regular
Central/Western Maine Workforce Investment Board Corporate Meeting	12/09/05	Regular
International Human Rights Day Greater Bangor Area Central Labor Council	12/10/05	Regular
Greater Bangor Area Central Labor Council Human Rights Day	12/10/2005	Regular
B Company 3rd Battalion 172nd Mountain – Send Off Ceremony	01/10/06	Regular
Martin Luther King Jr. Breakfast	01/17/06	Regular
HONORING THE LIFE AND ACCOMPLISHMENTS OF MRS CORETTA SCOTT KING	02/01/06	Floor Speech
2006 Democratic State Convention	2/2/2006	Regular
United Auto Workers Speech	02/06/06	Regular
Eastern Maine Development Corporation Renovationand Open House	02/10/06	Regular
Bath Iron Works Christening Gridley DDG101	02/11/06	Regular
Center Theatre (Dover Foxcroft) Appreciation Event	02/11/06	Regular
Western Oxford County Community Meeting Address	02/17/06	Regular
Speech on the Federal Budget	02/22/06	Regular
Harold Alfond Cancer Care Groundbreaking Ceremony	02/24/06	Regular
CELEBRATING THE OPENING OF THE LINCOLNVILLE CENTRAL SCHOOL AND THE RUFUS KNIGHT BELL	02/28/06	Floor Speech
HONORING MICHEL A LAJOIE FIRE CHIEF, LEWISTON FIRE DEPARTMENT	02/28/06	Floor Speech
CUNA DC Conference	02/28/06	Regular
Bicycle Coalition of Maine	03/03/06	Regular
Maine Center for Economic Policy	03/06/06	Regular
200th Anniversary of Orono	03/12/06	Regular
Commemorating Frances Perkins	03/16/06	Regular
Equality Maine 22nd Annual Banquet	03/18/06	Regular
SBA Annual Award Winners Announcemen	03/22/06	Regular
Gary Cook Retirement Dinner	03/25/06	Regular
Maine PTSD Forum	03/25/06	Regular
Troop Greeter Kay Liebowitz Thank You Ceremony	03/30/06	Regular
Bowdoin Hillel	04/10/06	Regular

8. Public Statements

Maine Warden's Service Annual Banquet	04/10/06	Regular
NTEU (National Treasury Employees Union) Customs and Border Protection (CPB) Officers	04/18/06	Regular
Maine Snowmobile Association Annual Meeting	04/22/06	Regular
Security Force II Unit - Farewell Ceremony	04/22/06	Regular
Steelworkers (PACE) 2006 Convention	04/26/06	Regular
Workers' Memorial Day Steelworkers Regional Meeting	04/26/06	Regular
Ryan Parker FAM Fundraiser	04/27/06	Regular
Pine Tree Council of the Boy Scouts Annual Banquet	04/28/06	Regular
American Postal Workers of Maine – 40th Annual State Convention	04/29/06	Regular
Maine Career and Technical Education Student of the Year Awards Banquet	04/29/06	Regular
Bikers of Maine Tea	05/02/06	Regular
ONE-SIZE-FITS-ALL TRADE AGREEMENTS DON'T WORK	05/03/06	Floor Speech
MENTAL HEALTH SERVICES FOR RETURNING VETERANS	05/03/06	Floor Speech
Katahdin Region Higher Education Center Graduation	05/03/06	Regular
FALCONBRIDGE/INCO	05/04/06	Floor Speech
Maine Children's Trust Recognition Awards Dinner	05/04/06	Regular
Onward Program	5/5/2006	Regular
Onward Program at the University of Maine Graduate Recognition Dinner	05/06/06	Regular
AIPAC Dinner	05/07/06	Regular
Maine DAV Convention	05/07/06	Regular
JACK C MONTGOMERY DEPARTMENT OF VETERANS AFFAIRS MEDICAL CENTER	05/09/06	Floor Speech
GAO PTSD REPORT RELEASE	05/11/06	Floor Speech
FFA Maine Convention	05/12/06	Regular
Eastern Maine Community College-Graduation_Speech	05/13/06	Regular
Eestern Maine Community College Commencement	05/13/06	Regular
Celebrate School People Project	05/15/06	Regular
Celebrate School People Project	5/15/2006	Regular
National Ready Mixed Concrete Association (NRMCA) Annual Fly-In	05/16/06	Regular
Maine Credit Union League Annual Dinner	05/20/06	Regular

8. Public Statements

Navy Wives Club of America	05/20/06	Regular
VETERANS' HOUSING OPPORTUNITY AND BENEFITS IMPROVEMENT ACT OF 2006	05/23/06	Floor Speech
Penobscot River Restoration Trust and PPL Corporation Spring 2006 Penobscot River Restoration Event	05/31/06	Regular
NAPUS Postmasters Convention - Closing Banquet	06/01/06	Regular
2006 Democratic State Convention	06/02/06	Regular
Portland Area Comprehensive Transportation Study Annual Meeting	06/02/06	Regular
Childrens Miracle Network	06/03/06	Regular
AEWC Center Federal Funding Address	06/05/06	Regular
President Clinton Event Remarks	06/05/06	Regular
INTRODUCING HR 5524, RURAL VETERANS HEALTH CARE ACT OF 2006	06/06/06	Floor Speech
Reserve Unit, Company A 1/391 98th Division, 7th Brigade Welcome Home	06/10/06	Regular
AFL-CIO COPE Convention	06/15/06	Regular
DECLARING THAT THE UNITED STATES WILL PREVAIL IN THE GLOBAL WAR ON TERROR	06/16/06	Floor Speech
Maine American Legion Convention	06/17/06	Regular
Dirigo Boys State	06/18/06	Regular
IBEW National Electrical Training Directors Conference	06/21/06	Regular
VETERANS' COMPENSATION COST-OF-LIVING ADJUSTMENT ACT OF 2006	06/26/06	Floor Speech
Oman Free Trade Agreement Press Conference	06/27/06	Regular
Charles A Dean Memorial Hospital & Nursing Home Ground breaking	07/05/06	Regular
Grand Opening of Chalila House	07/13/06	Regular
Potato Industry Dinner	07/14/06	Regular
VOTE ``NO'' ON OMAN FREE TRADE AGREEMENT	07/19/06	Floor Speech
UNITED STATES-OMAN FREE TRADE AGREEMENT IMPLEMENTATION ACT	07/20/06	Floor Speech
VOTE ``NO'' ON OMAN FREE TRADE AGREEMENT	07/20/06	Floor Speech
CONDEMNING THE RECENT ATTACKS AGAINST THE STATE OF ISRAEL	07/20/06	Floor Speech
EXPRESSING SENSE OF CONGRESS REGARDING CANDIDATES FOR DRIVER'S LICENSES	07/25/06	Floor Speech
IN SUPPORT OF RURAL VETERANS HEALTH CARE ACT OF 2006	07/25/06	Floor Speech
INTRODUCTION OF THE HOMELESS VETERANS ASSISTANCE ACT OF 2006	07/28/06	Floor Speech
152nd Transformation Ceremony	08/01/06	Regular

8. Public Statements

Groundbreaking of the VA Healthcare Access Point in Lincoln	08/09/06	Regular
Penobscot Community Health Center future site of Old Town Family Practice	08/09/06	Regular
Mt. Abram Regional Health Center in Kingfield during National Health Center Week	08/10/06	Regular
Sacopee Valley Health Care Center 30th Anniversary	08/10/06	Regular
Cunningham & Dostie Memorial Bench Fundraiser	08/11/06	Regular
Sandy River Dam Removal	08/11/06	Regular
World War II Plaque Dedication Hall of Flags at the Maine State House	08/14/06	Regular
T-Mobile Grand Opening	08/17/06	Regular
Community Development Appreciation Day	08/18/06	Regular
Troop Greeter & Cole Land Transportation Volunteer Thank You Ceremony	08/18/06	Regular
Thomas Merchant Retirement Ceremony	08/19/06	Regular
152MaintenanceBattalionFreedomSalute	08/20/06	Regular
Labor Day Speech	08/22/06	Regular
American Folk Festival Welcome 2006	08/26/06	Regular
Floyd & Jean Harding Testimonial Dinner	08/26/06	Regular
The Birth of Hydrogen Energy in Maine - Chewonki Foundation	08/28/06	Regular
Eastern Fine Paper Mill Redevelopment Team Announcement -	08/29/06	Regular
Norridgewock Playground Dedication	09/04/06	Regular
Rural Communities: The Challenges of Meeting Veterans' Needs A Research and Policy Workshop	09/08/06	Regular
September 11 Remembrance Event in Auburn	09/11/06	Regular
HAPPY 90TH BIRTHDAY CARMEN deCARLO	09/12/06	Floor Speech
Econference Conference on Alternative Energy and Conservation	09/12/06	Regular
EXPRESSING SENSE OF THE HOUSE OF REPRESENTATIVES ON FIFTH ANNIVERSARY OF TERRORIST ATTACKS	09/13/06	Floor Speech
DEPARTMENT OF VETERANS AFFAIRS MEDICAL FACILITY AUTHORIZATION ACT OF 2006	09/13/06	Floor Speech
HOMELESS VETERANS	09/14/06	Floor Speech
POW/MIA Recognition Day	09/15/06	Regular
Bath Iron Works Sampson Christening	09/16/06	Regular
Belfast Urban Trails Walking Bridge Opening	09/16/06	Regular
Jefferson Jackson Dinner 2006	09/16/06	Regular

8. Public Statements

VETERANS IDENTITY AND CREDIT SECURITY ACT OF 2006	09/26/06	Floor Speech
PTSD Forum - The Long Walk Home	09/26/06	Regular
MILITARY COMMISSIONS ACT OF 2006	09/29/06	Floor Speech
Lincoln Paper and Tissue #8 Tissue Machine Dedication & Ribbon Cutting Ceremony	10/06/06	Regular
FireFighter Memorial Day	10/07/06	Regular
United Bikers of Maine Soldier Recognition	10/08/06	Regular
Breast Cancer Awareness Month	10/12/06	Regular
Take Back the Night at University of Maine	10/12/06	Regular
Public Celebration – Walk Across New Penobscot Narrows Bridge and Observatory	10/14/06	Regular
Vets Town Hall - Maine Stats from the Governor's Office 10-14-06	10/14/06	Regular
Golden Key Honour Society - University of Maine	10/15/06	Regular
YWCA Week Without Violence	10/18/06	Regular
American Nurses Association - Maine	10/20/06	Regular
Maine State Employees Associations Annual Meeting	10/20/06	Regular
National Weather Service 2006 Thomas Jefferson Award	10/26/06	Regular
Maine Labor Council Meeting	10/27/06	Regular
Southern Maine Processing and Distribution Center Grand Opening	11/02/06	Regular
Maine Vietnam Veterans Vigil Committee Tree of Hope Ceremony	11/04/06	Regular
Brewer High School Veterans Remembrance Assembly	11/08/06	Regular
Veterans Day 2006	11/11/06	Regular
Trade Impact on Elections	11/13/06	Regular
AMENDING TITLE 38, UNITED STATES CODE, TO EXTEND CERTAIN EXPIRING PROVISIONS OF LAW	11/14/06	Floor Speech
VETERANS PROGRAMS EXTENSION ACT OF 2006	12/06/06	Floor Speech
Police Academy Graduation	12/13/06	Regular
SBDC State Star: Tom Gallant	12/20/06	Regular
A TRIBUTE TO DALE DEMERS	01/05/07	Floor Speech
FAIR MINIMUM WAGE ACT OF 2007	01/10/07	Floor Speech
PRESCRIPTION DRUGS	01/12/07	Floor Speech
COLLEGE STUDENT RELIEF ACT OF 2007	01/17/07	Floor Speech

8. Public Statements

LANE EVANS POST OFFICE BUILDING	01/29/07	Floor Speech
HONORING ROSS AND JUDY PARADIS	02/09/07	Floor Speech
CENTENNIAL OF THE FOUNDING OF EAST MILLINOCKET	02/09/07	Floor Speech
IRAQ WAR RESOLUTION	02/15/07	Floor Speech
HONORING STEPHANIE DUNTON	02/17/07	Floor Speech
AEWC Press Conference	02/22/07	Regular
AFGE Annual Congressional Meet & Greet	02/27/07	Regular
American Counseling Association Breakfast	02/27/07	Regular
EMPLOYEE FREE CHOICE ACT	03/01/07	Floor Speech
THE ECONOMY	03/05/07	Floor Speech
American Legion	03/05/07	Regular
Paralyzed Veterans of America	03/06/07	Regular
Blaine House Conference First Responders	03/12/07	Regular
Maine Women's Hall of Fame	03/17/07	Regular
American Psychiatric Association Fly-In Veterans Mental Health	03/20/07	Regular
JOSHUA OMVIG VETERANS SUICIDE PREVENTION ACT	03/21/07	Floor Speech
Amerasian Bill Introduction	03/21/07	Regular
8th Annual Technology Forum and Luncheon	03/21/07	Regular
Women Unlimited Conference	03/24/07	Regular
MSAD3 Theatre Equipment	03/29/07	Regular
University of Maine - Farmington - Education Center Ribbon Cutting	03/31/07	Regular
he Washington Connection: How Federal Resources Are Benefiting Maine - New Engalnd Council	04/03/07	Regular
Army Reserve A Co, 1/391, 98TH DIV FRL Welcome Home Ceremony	04/21/07	Regular
GERALD W HEANEY FEDERAL BUILDING AND UNITED STATES COURTHOUSE AND CUSTOMHOUSE	04/23/07	Floor Speech
A TRIBUTE TO JOHN H SIMS JR	04/24/07	Floor Speech
USW Maine	04/27/07	Regular
Wellstone Award - USW	04/27/07	Regular
RECOGNIZING APRIL AS OCCUPATIONAL THERAPY MONTH AND THE CONTRIBUTIONS OF OCCUPATIONAL T	04/28/07	Floor Speech
COMMENDING THE MAINEIACS	05/04/07	Floor Speech

8. Public Statements

Elks Club of Maine Donation to the Maine Children's Cancer Program	05/04/07	Regular
Maine Clinical Counselors Association	05/04/07	Regular
Maine DAV Convention	05/05/07	Regular
AUTHORIZING USE OF CAPITOL GROUNDS FOR NATIONAL PEACE OFFICERS' MEMORIAL SERVICE	05/07/07	Floor Speech
Bikers of Maine Annual tea	05/09/07	Regular
2007 Husson College Commencement Address	05/12/07	Regular
Pine Tree Land Fill Plant	05/14/07	Regular
Law Enforcement Memorial Day	05/17/07	Regular
Maine Credit Union League	05/18/07	Regular
Bath Iron Works Christening Sterett DDG104	05/19/07	Regular
TRADE AND LABOR	05/21/07	Floor Speech
NALC Breakfast	05/21/07	Regular
TRAUMATIC BRAIN INJURY HEALTH ENHANCEMENT AND LONG-TERM SUPPORT ACT OF 2007	05/23/07	Floor Speech
Memoria Day 2007	05/24/07	Regular
2007 Maine School of Science and Mathematics Commencement Address	05/26/07	Regular
Moving Wall in Old Orchard	05/26/07	Regular
Ribbon Cutting Ceremony at the USDA-ARS National Cold Water Marine Aquaculture Center	05/27/07	Regular
Government Pension Offset Press Conference	05/31/07	Regular
Toddle Inn Daycare Groundbreaking	06/01/07	Regular
Children's Miracle Network	06/02/07	Regular
Moving Wall in Lincoln	06/02/07	Regular
Vietnam Moving Wall in Lincoln	06/02/07	Regular
National Coalition for Homeless Veterans	06/05/07	Regular
TRIBUTE TO RICHARD PATTENAUDE	06/06/07	Floor Speech
Rural Affordable Housing Forum	06/06/07	Regular
Windward Estates Homeownership Celebration	06/06/07	Regular
2007 Stearns High School Commencement Address	06/10/07	Regular
US TRADE POLICY	06/11/07	Floor Speech
NAFTA IS FAILED TRADE MODEL	06/12/07	Floor Speech

8. Public Statements

Senator Margaret Chase Smith Stamp First Day of Issue	06/13/07	Regular
TRIBUTE TO MARY McALENEY	06/15/07	Floor Speech
Maine American Legion and Ladies Auxiliary	06/16/07	Regular
Dirigo Boys State	06/17/07	Regular
FAST TRACK TRADE	06/18/07	Floor Speech
LEWISTON'S RECOGNITION AS ONE OF TEN ALL-AMERICAN CITIES	06/19/07	Floor Speech
Thoreau Wabanaki Trail	06/23/07	Regular
Hearing of the Federal Communications Commission Portland, Maine	06/28/07	Regular
Somali Festival	06/30/07	Regular
Houlton Water Company Check Presentation	07/05/07	Regular
COLLEGE COST REDUCTION ACT OF 2007	07/11/07	Floor Speech
East Millinocket Veteran Memorial Dedication	07/14/07	Regular
Army National Guard 240th Engineering Group	07/15/07	Regular
Ribbon Cutting Ceremonies Public Works Facility City of Presque Isle	07/21/07	Regular
Lincoln VA Outreach Clinic Opening	07/27/07	Regular
VETERANS' HEALTH CARE IMPROVEMENT ACT OF 2007	07/30/07	Floor Speech
PERSONAL EXPLANATION OF ABSENCE	07/31/07	Floor Speech
ITC Five-Year Review	07/31/07	Regular
AGRICULTURE, RURAL DEVELOPMENT, FOOD AND DRUG ADMINISTRATION, AND RELATED AGENCIES APPR	08/02/07	Floor Speech
Maine Military Authority 10th Anniversary	08/15/07	Regular
CDBG Appreciation DAY	08/16/07	Regular
Maine Conservation Corps Graduation	08/17/07	Regular
Access Atlantica - Truck Weight Remarks	08/23/07	Regular
Popham 400th Celebration 1607-2007 Phippsburg, ME	08/23/07	Regular
Installation of Mark Bilosz as Director of Togus VA Regional Office (VBA)	08/23/07	Regular
USW Speech	08/28/07	Regular
USW Conference - Atlantic City	08/28/07	Regular
Auburn Lewiston Airport Groundbreaking Ceremony for the New Parallel Taxiway	08/30/07	Regular
Greater Bangor Area Central Labor Council Labor Day	09/03/07	Regular

8. Public Statements

PATENT REFORM ACT	09/06/07	Floor Speech
PATENT REFORM ACT OF 2007	09/07/07	Floor Speech
PROVIDING FOR CONSIDERATION OF HR 1908, PATENT REFORM ACT OF 2007	09/07/07	Floor Speech
Maine Medical Association Annual Meeting	09/08/07	Regular
Margaret Chase Smith Library 25th Anniversary	09/08/07	Regular
Dedication of the Harold Alfond Fenway Park - Oakland, Maine	09/09/07	Regular
Toys for Tots Run	09/09/07	Regular
OWEN LOVEJOY PRINCETON POST OFFICE BUILDING	09/11/07	Floor Speech
Senior Companion Program Volunteer Recognition Lunch	09/13/07	Regular
Cianbro/Mill Press Conference, Former Eastern Fine Paper Mill Site	09/14/07	Regular
Rock Against Rape Concert	09/15/07	Regular
REGIONAL ECONOMIC AND INFRASTRUCTURE DEVELOPMENT ACT OF 2007	09/17/07	Floor Speech
Recognizing Wayne Viger, National Association of Letter Carriers National Hero of the Year	09/18/07	Regular
HONORING THE LIFE OF DR JAMES ROSS	09/19/07	Floor Speech
RECOGNIZING WAYNE VIGER, NATIONAL ASSOCIATION OF LETTER CARRIERS NATIONAL HERO OF THE YEAR	09/20/07	Floor Speech
OPPOSE PERU FREE TRADE AGREEMENT	09/24/07	Floor Speech
Road to Freedom Bus Tour Event	09/28/07	Regular
Jefferson Jackson Dinner 2007	09/29/07	Regular
OPPOSE THE PERU FREE TRADE AGREEMENT	10/01/07	Floor Speech
COSTA RICA CAFTA REFERENDUM	10/02/07	Floor Speech
REGIONAL ECONOMIC AND INFRASTRUCTURE DEVELOPMENT ACT OF 2007	10/04/07	Floor Speech
Penobscot Bay Navy League	10/06/07	Regular
PERU FREE TRADE AGREEMENT	10/15/07	Floor Speech
35th Anniversary of the Clean Water Act	10/18/07	Regular
Old Canada Road Scenic Byway	10/20/07	Regular
Shoe Workers Reunion inLewiston	10/21/07	Regular
HONORING ALDEN WILSON	10/23/07	Floor Speech
THE PERU TRADE AGREEMENT	10/29/07	Floor Speech
RECOGNIZING AND COMMENDING EFFORTS TO RAISE AWARENESS ABOUT AND HELP END THE WORSENIN	10/29/07	Floor Speech

8. Public Statements

5th Annual Maine Benzodiazepine Study Group Conference UMaine Center on Aging	10/31/07	Regular
PTAC Matchmaker Event	11/01/07	Regular
Journey Home Veterans Event	11/02/07	Regular
Step It Up	11/03/07	Regular
PERU FTA	11/05/07	Floor Speech
UNITED STATES-PERU TRADE PROMOTION AGREEMENT IMPLEMENTATION ACT	11/07/07	Floor Speech
PROVIDING FOR CONSIDERATION OF HR 3688, UNITED STATES-PERU TRADE PROMOTION AGREEMENT IM	11/07/07	Floor Speech
UNITED STATES-PERU TRADE PROMOTION AGREEMENT IMPLEMENTATION ACT	11/08/07	Floor Speech
Veterans Day 2007	11/08/07	Regular
Veterans Day Healing Fields	11/11/07	Regular
American Shipbuilding Association Conference	11/26/07	Regular
Welcoming of Athena Health to Belfast	11/29/07	Regular
Androscoggin - College for ME	12/07/07	Regular
Global Trade Watch Conference	12/08/07	Regular
NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2008	01/16/08	Floor Speech
ECONOMIC STIMULUS PACKAGE	01/17/08	Floor Speech
Reverend Dr. Martin Luther King Jr.Breakfast	01/21/08	Regular
Utility WorkersUnion	01/29/08	Regular
Citizens Trade Campaign Fly-IN	02/08/08	Regular
ACADIA NATIONAL PARK IMPROVEMENT ACT OF 2008	02/12/08	Floor Speech
Helen Hunt Health Center Open House - Old Town	02/16/08	Regular
University of Maine AEWC	02/19/08	Regular
Maine Air National Guard Deployment Recognition Ceremony	03/02/08	Regular
Equality Maine Annual Dinner	03/08/08	Regular
SESQUECENTENNIAL OF THE FOUNDING OF FORT FAIRFIELD	03/13/08	Floor Speech
CMCC Business Communication Class	03/25/08	Regular
Larry Conrad Retirement	03/28/08	Regular
WELCOMING GUEST CHAPLAIN JERI B GREENWELL	04/01/08	Floor Speech
CALLING ON THE GOVERNMENT OF CHINA TO END ITS CRACKDOWN IN TIBET	04/09/08	Floor Speech

8. Public Statements

Calais Land Port of Entry	04/19/08	Regular
HONORING PHILIP INGEGNERI	04/23/08	Floor Speech
RECOGNIZING THE 60TH ANNIVERSARY OF THE FOUNDING OF THE MODERN STATE OF ISRAEL	04/23/08	Floor Speech
HONORING PHILIP A INGEGNERI OF BANGOR, MAINE	04/23/08	Floor Speech
Maine Postal Workers Union Convention	04/26/08	Regular
American Postal Workers of Maine – 41st Biannual State Convention	04/26/08	Regular
Maine Credit Union League	05/02/08	Regular
Dedication Ceremony - Ocean Gateway International Marine Passenger Terminal	05/02/08	Regular
Career and Technical Student of the Year Awards Banquet	05/03/08	Regular
Maine Council of Senior Citizens' Annual John Marvin Award Dinner	05/06/08	Regular
University of Maine ROTC Commissioning Speech	05/09/08	Regular
Bath Iron Works Christening of the Stockdale	05/10/08	Regular
Libby Mitchell Tribute Calumet Club	05/12/08	Regular
Colombia FTA Press Conference	05/14/08	Regular
Veterans Day 2008	05/15/08	Regular
SBA Annual Awards Luncheon	05/16/08	Regular
SBA Annual Awards Luncheon	5/16/2008	Regular
Congressional Art Awards	05/17/08	Regular
Machinists Union	05/19/08	Regular
DEPARTMENT OF VETERANS AFFAIRS MEDICAL FACILITY AUTHORIZATION AND LEASE ACT OF 2008	05/20/08	Floor Speech
JUSTIN BAILEY VETERANS SUBSTANCE USE DISORDERS PREVENTION AND TREATMENT ACT OF 2008	05/20/08	Floor Speech
Maine Woods Pellet, LLC - Athens, ME	05/23/08	Regular
Maine Paper and Heritage Museum Grand Opening	05/23/08	Regular
Maine Veterans' Homes 25th Anniversary Celebration	05/23/08	Regular
Memoria Day 2008	05/24/08	Regular
MSEA-SEIU Retiree's Day Augusta, Maine	05/27/08	Regular
United Technologies Speech Student Recognition	05/29/08	Regular
Children's Miracle Network	05/31/08	Regular
2008 Graduation Sppech	06/01/08	Regular

8. Public Statements

Mental Health America Award Acceptance Speech	06/05/08	Regular
A TRIBUTE TO ROSEMARIE LANE	06/12/08	Floor Speech
VFW Department of Maine State convention	06/13/08	Regular
Divided We Fail - AARP	06/13/08	Regular
Dirigo Boys State	06/15/08	Regular
American Legion - 90th Annual State Convention	06/21/08	Regular
Homes for Heroes	07/10/08	Regular
USPS Reserve and NG USPS Reserve/National Guard Suppor	07/11/08	Regular
VETERANS' HEALTH CARE POLICY ENHANCEMENT ACT OF 2008	07/29/08	Floor Speech
Penobscot Health Care's Back to School Fair	08/16/08	Regular
CDBG Appreciation Day	08/21/08	Regular
Celebrating the Milestone Accomplishments for the Penobscot River Restoration Project Riverfront Park, C	08/21/08	Regular
Vietnam Vets Recognition Day Cole Land Transportation	08/24/08	Regular
USW at the Democratic National Convention in Denver	08/27/08	Regular
Houlton VA Clinic Ribbon Cutting	09/03/08	Regular
Energy event in Lincoln with State Senator Schneider	09/03/08	Regular
United Bikers of Maine Toys for Tots Run	09/14/08	Regular
CONGRATULATING COLBY COLLEGE MUSEUM OF ART	09/16/08	Floor Speech
Dedication of the Barry Pottle Soccer Field and Hermon Athletic Complex	09/19/08	Regular
POW-MIA Remembrance Ceremony	09/19/08	Regular
American Legion September Conference	09/20/08	Regular
A TRIBUTE TO MARSDEN HARTLEY	09/24/08	Floor Speech
RECOGNIZING HUSSON COLLEGE'S TRANSITION TO UNIVERSITY-STATUS	09/25/08	Floor Speech
Van Buren Porder Patrol	09/25/08	Regular
Community Health and Counseling Services of Maine 125th Anniversary	10/15/08	Regular
Bangor Habitat for Humanity 4th Annual Harvest Supper	10/18/08	Regular
Bath Iron Works Christening Wayne Meyer	10/18/08	Regular
ANA-Maine Annual Meeting	10/23/08	Regular
Maine Institute for Genetics and Health/ EMHS Interim Location Ribbon Cutting and Open House	10/24/08	Regular

8. Public Statements

Grand Opening of the Somerset County Jail	10/25/08	Regular
LL Bean Bangor and Waterville Contact Center VPP Celebration	10/28/08	Regular
Learning Works L-A College Ribbon Cutting	10/29/08	Regular
EPI Presentation - Honoring Otton Solis from Costa Rica	11/17/08	Regular
Maine Citizen Trade Policy Commission	12/04/08	Regular
Census	01/15/09	Regular
MDOL Homeless Veterans	01/23/09	Regular
Maine Army National Guard 286thCSSB Deployment	01/24/09	Regular
AMERICAN RECOVERY AND REINVESTMENT ACT OF 2009	01/27/09	Floor Speech
Vera Institute Meeting	01/28/09	Regular
Androscoggin County Chamber Annual Awards Dinner	01/29/09	Regular
APA Veterans Mental Health	02/10/09	Regular
Maine State Society Breakfast	02/11/09	Regular
Rotary Meeting	02/11/09	Regular
Retirement of State Senator Joe Brannigan	02/25/09	Regular
Somerset County Bicentennial	02/28/09	Regular
Solon Bicentennial	03/06/09	Regular
Embedded Training Team Welcome Home	03/07/09	Regular
NACBHDD County Mental Health Providers	03/10/09	Regular
New Horizons Human Health Symposium	03/13/09	Regular
FRA 75th Anniversary Annual Meeting Luncheon	03/15/09	Regular
Women's Hall of Fame Remarks	03/21/09	Regular
SBA Awards	03/25/09	Regular
COOL Bangor Coalition	03/27/09	Regular
Women Unlimited Breakfast	03/28/09	Regular
Freedom Salute 126th Aviation Regiment	04/05/09	Regular
Announcement of the West Grand Lake Community Forest Project	04/08/09	Regular
HONORING THE MEMORY OF BRUCE ROY	04/22/09	Floor Speech
A TRIBUTE TO RON SAILOR	04/22/09	Floor Speech

8. Public Statements

RESET THE COURSE ON TRADE POLICY	04/23/09	Floor Speech
A TRIBUTE TO MINA H PHINNEY	04/27/09	Floor Speech
AIG/PANAMA FTA	04/30/09	Floor Speech
Elderly Forum	05/01/09	Regular
Career and Technical Student of the Year Awards	05/02/09	Regular
DAV State Convention 2009	05/02/09	Regular
St. Joseph College Commencement	05/09/09	Regular
National Council of Textile Organizations	05/12/09	Regular
Wind Turbine Commissioning Ceremony & Informational SessionUniversity of Maine at Presque Isle	5/14/2009	Regular
HONORING MARK A BANCROFT	05/19/09	Floor Speech
A TRIBUTE TO ALFREDA DUMOND	05/19/09	Floor Speech
HONORING DONALD GUIMOND	05/19/09	Floor Speech
Memorial Day 2009	05/25/09	Regular
ME Campaign For Wise Investing	05/28/09	Regular
Logging Industry Forum	06/04/09	Regular
Joseph Saxl Park Speech at Dorothea Dix Psychiatric Center	06/05/09	Regular
Dedication of Edward Dahlgren Plaqu	06/06/09	Regular
TD Bank Call Center	06/11/09	Regular
VFW Convention	06/13/09	Regular
PERSONAL EXPLANATION OF ABSENCE	06/17/09	Floor Speech
COMMERCE, JUSTICE, SCIENCE, AND RELATED AGENCIES APPROPRIATIONS ACT, 2010	06/17/09	Floor Speech
PERSONAL EXPLANATION OF ABSENCE	06/17/09	Floor Speech
Women's Veterans Health Care Improvement Act	06/19/09	Regular
619th Transportation Company, Army Reserve Unit Farewell Ceremony	06/20/09	Regular
Dirigo Boys State 2009	06/21/09	Regular
Maine MEP	06/22/09	Regular
WOMEN VETERANS HEALTH CARE IMPROVEMENT ACT	06/23/09	Floor Speech
VETERANS HEALTH CARE BUDGET REFORM AND TRANSPARENCY ACT OF 2009	06/23/09	Floor Speech
CMMC Emergency Department Expansion	06/23/09	Regular

8. Public Statements

AMERICAN CLEAN ENERGY AND SECURITY ACT OF 2009	06/26/09	Floor Speech
Serve America Act Congressional Delegation Appreciation and Vision Event Speech	06/27/09	Regular
20th Annual Festival Without Borders	07/03/09	Regular
Eastern Maine Labor Council July 4	07/04/09	Regular
NMCC Homecoming Dinner	07/06/09	Regular
Androscoggin County Legislative Delegation Appreciation Dinner Speech	07/25/09	Regular
Rangeley Family Medicine	07/25/09	Regular
CAREGIVER ASSISTANCE AND RESOURCE ENHANCEMENT ACT	07/27/09	Floor Speech
Calais Bicentennial	07/31/09	Regular
Brickmakers Reunion Lewiston	08/01/09	Regular
Diploma Granting Ceremony for WWII and Korean Vets	08/01/09	Regular
ath Iron Works -- Christening of U.S.S. Jason Dunham	08/01/09	Regular
HealthCare Reform Recess Providers	08/04/09	Regular
Health Care Reform Recess Small Business	08/04/09	Regular
Health Care Reform Recess Stump	08/04/09	Regular
CDBG Annual Appreciation Day	08/10/09	Regular
Secretary LaHood Visit	08/10/09	Regular
Lincoln Community Health Center	08/13/09	Regular
Penobscot Community Health Care	08/13/09	Regular
Millinocket Heliipad	08/17/09	Regular
Celebration of Highmoor Farm Centennial	08/19/09	Regular
Highmoor Farm Centennial	08/19/09	Regular
Celebration of Highmoor Farm Centennial and more than 120 years of Agricultural Research by the Univer	08/19/09	Regular
Roundtable Discussion with U.S. Trade Representative Ron Kirk	08/26/09	Regular
Disestablishment Patrol Wing 5	08/27/09	Regular
Opportunity Maine	09/02/09	Regular
HONORING THE RETIREMENT OF NCIS DIRECTOR THOMAS A BETRO	09/08/09	Floor Speech
DAV	09/10/09	Regular
MaineGeneral Health Cancer Day Of Hope	09/11/09	Regular

8. Public Statements

Firefighter 911 Memorial	09/11/09	Regular
RECOGNIZING THE STATE OF MAINE FOR ITS IMPLEMENTATION OF RECOVERY ACT FUNDING	09/16/09	Floor Speech
Clifford Performing Arts Center	09/18/09	Regular
Noble Footbridge Dedication	09/18/09	Regular
POW-MIA Observance	09/18/09	Regular
American Legion Maine State Conference	09/19/09	Regular
POW MIA AL Post4 VFW Post 9 in Gardiner	09/19/09	Regular
POW MIA and 100th Anniversary Post 9429 in Lincoln	09/19/09	Regular
RECOMMIT TO HAVING A ROBUST AMERICAN MANUFACTURING SECTOR	09/24/09	Floor Speech
TRIBUTE TO THE FAIRFIELD INTERFAITH FOOD PANTRY	09/24/09	Floor Speech
THE WAY WE GET BY	09/30/09	Floor Speech
APA Mental Health Awareness Week	09/30/09	Regular
Partners Investing in the Clean and Profitable - Farm Energy Future of Maine Farms	10/02/09	Regular
20th anniversary of the fall of the Berlin Wall, celebrate the Day of German Unity, and honor the contribut	10/02/09	Regular
Fairfield Interfaith Food Pantry at the Immaculate Heart of Mary Church	10/03/09	Regular
Freedom Salute Ceremony	10/04/09	Regular
VA Advanced Appropriations Floor Statement	10/06/09	Regular
CLYDE HICHBORN POST OFFICE	10/07/09	Floor Speech
PROVIDING FOR CONCURRENCE BY HOUSE WITH AMENDMENT IN SENATE AMENDMENT TO H 1016, VETE	10/07/09	Floor Speech
FHWA Acadia AllAmerican Road-Americas Byway	10/13/09	Regular
LL Bean Lewiston Contact Ctr VPP Celebration	10/13/09	Regular
Osher Library Re-opening	10/14/09	Regular
WELCOMING REV DAVID FERRELL	10/15/09	Floor Speech
Presentation of Letelier-Moffitt Award to La Mesa Nacional Frente a la Minería en El Salvador	10/15/09	Regular
Presentation of USDA five recipients of our Distant Learning and Telemedicine Grants under our Communi	10/16/09	Regular
Community Concepts Transportation Department's Volunteer Driver Recognition Banquet	10/17/09	Regular
Waterville Rotary	10/19/09	Regular
CONCERNS REGARDING FUNDING FOR HOME HEALTH CARE AGENCIES	10/23/09	Floor Speech
2009 Jefferson Jackson Speech	10/24/09	Regular

8. Public Statements

350 Climate Day of Action Rally	10/24/09	Regular
BOOSTING SMALL BUSINESS LENDING	10/27/09	Floor Speech
HONORING GIFFORD'S ICE CREAM OF MAINE	10/29/09	Floor Speech
LA Arts Minerva Award	10/30/09	Regular
Winterport Water Infastructure	11/06/09	Regular
Eva Price Medals Ceremony - Bangor, ME	11/10/09	Regular
Tremont School Speech	11/10/09	Regular
VeteransDay	11/11/09	Regular
Mobile Clinic Ribbon Cutting Bingham	11/12/09	Regular
WTO	11/18/09	Regular
Calais Land Port of Entry	11/23/09	Regular
National Association of Community Health Center's Profile in Courage Award Presentation	11/23/09	Regular
HONORING WILLIAM J ROGERS	12/01/09	Floor Speech
Wreathes Across America	12/02/09	Regular
PROMOTING JOBS AND ECONOMIC DEVELOPMENT	12/03/09	Floor Speech
ME Fair Trade Campaign	12/05/09	Regular
HONORING DALE E HANNINGTON	12/10/09	Floor Speech
Welcome Home Ceremony - 619th Transportation Company, U.S. Army Reserve	12/12/09	Regular
HONORING PAMELA THOMPSON	12/17/09	Floor Speech
HONORING WILLIAM H CASSIDY	12/17/09	Floor Speech
HONORING JANET M RODERICK	12/17/09	Floor Speech
HONORING WILLIAM H BEARDSLEE	12/17/09	Floor Speech
Biomass Crop Assistance Program	12/17/09	Regular
Three Ring Binder	12/17/09	Regular
State Star Event	12/21/09	Regular
Bangor Motor Vehicle Silk Dedication	12/22/09	Regular
LA Airport	12/22/09	Regular
Creating Assets, Savings & Hope Maine EITC Kickoff	01/06/10	Regular
Nancy Dolan Promotion Ceremony	01/13/10	Regular

8. Public Statements

American Legion Maine MidWinter State Conference	01/16/10	Regular
Martin Luther King Day	01/18/10	Regular
MOOMilk Product Launch	01/19/10	Regular
HONORING THEODORA J KALIKOW AND THE UNIVERSITY OF MAINE AT FARMINGTON'S SUSTAINABLE CAN	01/21/10	Floor Speech
AgTEC-ASET-CTP	02/02/10	Regular
Maine State Society Breakfast	02/04/10	Regular
Speech to MCI school assembly on the theme of "Sustainability"	02/12/10	Regular
Navy League	02/18/10	Regular
Maine Credit Union League	02/22/10	Regular
HONORING WAYNE WERTS	02/24/10	Floor Speech
Maine State Vet Home Legislator of the Year Acceptance Speech	02/24/10	Regular
Maine Coast Memorial Hospital New ER Ribbon Cutting Ceremony	02/27/10	Regular
HONORING EDWARD F GORHAM	03/02/10	Floor Speech
Airport Association Conference	03/03/10	Regular
SteriPen Event	03/04/10	Regular
NEA Poetry Out Loud Remarks	03/05/10	Regular
Sendoff Ceremony for Maine Army National Guard 1136th	03/09/10	Regular
HONORING WILLIAM J RYAN	03/18/10	Floor Speech
ME Women Hall of Fame	03/20/10	Regular
Women Unlimited	03/20/10	Regular
Grafton Notch Project Celebration	03/26/10	Regular
Equality Maine Annual Dinner	03/27/10	Regular
MSAD58 Biomass	03/29/10	Regular
Thanks A Million TroopGreeters Ceremony	03/31/10	Regular
Good Friday	04/02/10	Regular
Bangor CBOC Groundbreaking Ceremony	04/06/10	Regular
DOT and FRA on the MM&A Abandonment	04/07/10	Regular
Grafton Notch Project Celebration	04/07/10	Regular
Alliance for American Manufacturing	04/09/10	Regular

8. Public Statements

CAREGIVERS AND VETERANS OMNIBUS HEALTH SERVICES ACT	04/21/10	Floor Speech
American Physical Therapy Association Speech	04/27/10	Regular
IMPLEMENTING MANAGEMENT FOR PERFORMANCE AND RELATED REFORMS TO OBTAIN VALUE IN EVERY	04/28/10	Floor Speech
Col McCormack promotion to Brigadier General and Flag presentation	4/29/2010	Regular
DAV State Convention 2010	04/30/10	Regular
Maine Maritime Academy Commencement	05/01/10	Regular
Maine Military Authority	05/01/10	Regular
Portland Jetport	05/04/10	Regular
AMVETS	05/05/10	Regular
HONORING MAINE'S SMALL BUSINESS PERSONS OF THE YEAR: TRAPPER CLARK AND THOMAS STURTEVAN	05/12/10	Floor Speech
Machinists Union	05/12/10	Regular
SBA Awards	05/14/10	Regular
Congressional Art Award	05/15/10	Regular
WHERE ARE THE JOBS?	05/19/10	Floor Speech
SECTION 45G SHORT LINE RAILROAD TAX CREDIT	05/19/10	Floor Speech
Response Chamber Trade Report	05/19/10	Regular
Maine Democratic Party State Covention	05/21/10	Regular
League of Women Voters - Maine	05/23/10	Regular
Eastern Seaboard Apprenticeship Conference (ESAC) New Power, New Energy, and New Apprenticeships	05/24/10	Regular
HONORING SPECIALIST WADE SLACK	05/25/10	Floor Speech
HONORING HOLY TRINITY GREEK ORTHODOX CHURCH	05/28/10	Floor Speech
Susan Moore's Wedding	05/29/10	Regular
Memorial Day Vet Cemetery	05/31/10	Regular
Maine State Employee's Association	06/02/10	Regular
Florence House Ribbon Cutting	06/04/10	Regular
Children's Miracle Network	06/05/10	Regular
Bath Iron Works – Christening of the "Spruance – DDG-111"	06/05/10	Regular
AIPAC New England Leadership Dinner	06/06/10	Regular
Le Festival de la Bastille Weekend 2010	06/09/10	Regular

8. Public Statements

VFW State Convention	06/12/10	Regular
HONORING JIM CASSIDY	06/15/10	Floor Speech
Competitiveness Remarks	06/15/10	Regular
SMALL BUSINESS JOBS AND CREDIT ACT OF 2010	06/16/10	Floor Speech
American Legion State Convention	06/19/10	Regular
Dirigo Boys State 2010	06/20/10	Regular
Maine AFL-CIO Convention	06/20/10	Regular
HONORING REPRESENTATIVE PATRICIA B SUTHERLAND	06/22/10	Floor Speech
Whoopie Pie Festival Greetings	06/26/10	Regular
HONORING DR JOYCE HEDLUND, PhD	06/30/10	Floor Speech
National Homeownership Month Event	06/30/10	Regular
HONORING SERGEANT BRANDON SILK	07/01/10	Floor Speech
Maine Military Authority Field Hearing	07/01/10	Regular
Veteran Monument GroundBreakingCeremony	07/03/10	Regular
Milo Black Fly Festival	07/03/10	Regular
Maine Coast Memorial Hospital	07/08/10	Regular
Driving for Quality Care Remarks	07/09/10	Regular
Noel March	07/09/10	Regular
Northern Forest Canoe Trail	07/19/10	Regular
Ocean Energy Institute	07/20/10	Regular
HONORING THE TOWN OF MATTAWAMKEAG	07/22/10	Floor Speech
Downeas Trail Road Dedication	07/24/10	Regular
Whip Willow Overlook	07/25/10	Regular
MA3 USDA Rural Development Project	07/27/10	Regular
HONORING MR SHEPARD "SHEP" LEE	07/28/10	Floor Speech
HONORING BILL LEGERE	07/28/10	Floor Speech
HONORING THE VEILLEUX/VIGUE FAMILY REUNION	07/28/10	Floor Speech
HONORING THE HENDERSON MEMORIAL BAPTIST CHURCH	07/28/10	Floor Speech
HONORING ARMY STAFF SERGEANT ERIC BYRON SHAW	07/29/10	Floor Speech

8. Public Statements

HONORING THE FRANK L MITCHELL POST 3335 OF THE VETERANS OF FOREIGN WARS	07/29/10	Floor Speech
Downeaster Expansion	07/29/10	Regular
MPCA	07/29/10	Regular
MSAD 58 Biomass	07/30/10	Regular
TD Bank Auburn Call Center	07/30/10	Regular
Mount Desert Island Hospital Annual Meeting	08/03/10	Regular
USTR Kirk Roundtable	08/06/10	Regular
HONORING THE TOWN OF UPTON, MAINE	08/10/10	Floor Speech
Frank Mitchell VFW Post 75 Anniversary	08/11/10	Regular
Height of Land Overlook Groundbreaking	08/11/10	Regular
Medicare Medicaid	08/11/10	Regular
Sylvain's Cajun Aces Introduction	08/12/10	Regular
Swans Island Library	08/17/10	Regular
CDBG Appreciation	08/20/10	Regular
Re-Dedication-Medway Veterans Memorial	08/22/10	Regular
Farmington Police Chief	08/23/10	Regular
ORPC in Eastport	08/24/10	Regular
New England Troops to Teachers Presentation Ceremony	08/25/10	Regular
Hermon Veteran's Memorial Event	09/02/10	Regular
2010 NMCC Homecoming Alumni Dinner	09/10/10	Regular
Maine Firefighters Memorial Ceremony	09/11/10	Regular
United Bikers of Maine Toys for Tots	09/12/10	Regular
Grand Opening Balance BPO Preque Isle	09/15/10	Regular
Central Maine Labor Council 25th Anniversary	09/17/10	Regular
American Legion Fall Conference	09/18/10	Regular
Carl Cuthbert 100th birthday congrats	09/19/10	Regular
Military Family Association 2010 Award-Support of Military Families	09/20/10	Regular
University of Maine Museum of Art Workshop	09/20/10	Regular
Windso rFai rRemeber Vets	09/20/10	Regular

8. Public Statements

Educare Ribbon Cutting	09/23/10	Regular
Shoe Workers Reunion Lewiston	09/25/10	Regular
CURRENCY REFORM FOR FAIR TRADE ACT	09/29/10	Floor Speech
HONORING THE EDMUND S MUSKIE ARCHIVES AND SPECIAL COLLECTIONS LIBRARY	09/29/10	Floor Speech
HONORING HAROLD SHAW	09/29/10	Floor Speech
HONORING MRS MARIE BOUCHER	09/29/10	Floor Speech
HONORING THE HANNAH WESTON CHAPTER OF THE DAUGHTERS OF THE AMERICAN REVOLUTION	09/29/10	Floor Speech
HONORING KENNEBEC BEHAVIORAL HEALTH	09/29/10	Floor Speech
HONORING THE HOSPICE VOLUNTEERS OF WATERVILLE AREA	09/29/10	Floor Speech
HONORING MRS LEOTA DENICO SEWARD	09/29/10	Floor Speech
Franco Lunch	10/01/10	Regular
NEA Seminar in Lewiston	10/01/10	Regular
Maine Forest and Logging Museum 50th Anniversary	10/02/10	Regular
Womancare Race To End Domestic Abuse	10/02/10	Regular
Maine Business and Professional Women Workshop	10/07/10	Regular
South Paris Vet Home	10/08/10	Regular
Elks Medal SPC Slack	10/15/10	Regular
ITC Hearing Coated Paper	10/16/10	Regular
Maine Business and Professional Women's workshop on 'Empowering Women Politically	10/16/10	Regular
Head of Falls	10/17/10	Regular
Remarks for-Dedication-Bucksport Veterans Memorial	10/18/10	Regular
Pathways out of Poevety Event	10/19/10	Regular
New VA Building Portland	10/21/10	Regular
Caribou Connector Groundbreaking	10/22/10	Regular
USW Maine Labor Council Fall Convention	10/22/10	Regular
AARP Andrus Award Presentation to Jackie McAdam	11/01/10	Regular
AMC Commander Maine Visit	11/02/10	Regular
Remarks for Brewer Vets Assembly	11/03/10	Regular
Jobs for Maine's Graduates	11/05/10	Regular

8. Public Statements

Remarks for Welcome Home Warriors Ceremony	11/07/10	Regular
Maine Hospice Council	11/09/10	Regular
HONORING OPERATION TRIBUTE	11/16/10	Floor Speech
COMMEMORATING THE PERSIAN GULF WAR	11/17/10	Floor Speech
Three Ring Binder	11/18/10	Regular
Certificate of Valor Presentation Honoring Matthew Drisko	11/22/10	Regular
HONORING STEVEN HURD	12/02/10	Floor Speech
HONORING CONGRESSMAN JIM OBERSTAR	12/14/10	Floor Speech
Bulk Material Handling System Groundbreaking	01/03/11	Regular
HONORING SEBASTICOOK VALLEY HOSPITAL	01/05/11	Floor Speech
EXPRESSING SENSE OF HOUSE REGARDING ARIZONA SHOOTING	01/12/11	Floor Speech
Martin Luther King Day 2011	1/17/2011	Regular
HONORING THE BANGOR REGION CHAMBER OF COMMERCE	01/19/11	Floor Speech
HONORING ROGER MILLIKEN	01/25/11	Floor Speech
Homeless Vets	1/28/2011	Regular
Operation Outreach KickOff	1/28/2011	Regular
Mobile Command Center	1/29/2011	Regular
China Press Conference	2/10/2011	Regular
FULL-YEAR CONTINUING APPROPRIATIONS ACT, 2011	02/15/11	Floor Speech
Women Veterans Plaque	2/18/2011	Regular
CTP Dinner	2/25/2011	Regular
HONORING THE TOWN OF LUBEC, MAINE	02/28/11	Floor Speech
HONORING JOHN H WELSH ON THE OCCASION OF HIS RETIREMENT	02/28/11	Floor Speech
Vet Homes Award	3/2/2011	Regular
HONORING HENRY D MOORE PARISH HOUSE AND LIBRARY	03/08/11	Floor Speech
HONORING CHRISTOPHER FILLYAW	03/08/11	Floor Speech
HONORING THE HONOREES OF THE MID-MAINE CHAMBER OF COMMERCE AWARDS	03/08/11	Floor Speech
Operation Outreach Opening Ceremony	3/23/2011	Regular
New England Council	3/24/2011	Regular

8. Public Statements

GSA Focus Group Discussion	3/25/2011	Regular
Equality Maine Annual Dinner	3/26/2011	Regular
China Commissio nTestimony	3/30/2011	Regular
KOREA-US FREE TRADE AGREEMENET	03/31/11	Floor Speech
Grand Opening of the Brunswick Executive Airport	4/2/2011	Regular
ATSSA	4/4/2011	Regular
US MANUFACTURING AND CHINA'S CURRENCY MANIPULATION	04/06/11	Floor Speech
Lewiston CBOC Groundbreaking Ceremony	4/8/2011	Regular
National Guard Association Speech	4/8/2011	Regular
Northern Maine Community College	4/21/2011	Regular
CG Green Award	4/22/2011	Regular
Museum LA	04/28/11	Regular
BNAS-ABS	4/28/2011	Regular
Museum LA	4/28/2011	Regular
Workers Memorial Day	4/29/2011	Regular
Career and Technical Student of the Year Awards	4/30/2011	Regular
Career and Technical Student of the Year Awards	4/30/2011	Regular
HONORING THE 2011 MAINEBIZ BUSINESS LEADERS OF THE YEAR	05/03/11	Floor Speech
HONORING JIM WELLEHAN	05/03/11	Floor Speech
DAR Grave Event	5/4/2011	Regular
DAV State Convention	5/4/2011	Regular
Art Competition	5/7/2011	Regular
Bethel Chamber Awards	5/7/2011	Regular
Bath Iron Works – Christening of DDG-112 MICHAEL MURPHY	5/7/2011	Regular
HONORING MURIEL SCOTT	05/10/11	Floor Speech
URGING TAIWAN'S PARTICIPATION IN THE UNFCCC	05/10/11	Floor Speech
HONORING JOHN MURPHY	05/13/11	Floor Speech
STANDING IN SOLIDARITY WITH WORKERS AT EAST MILLINOCKET PAPER MILL	05/15/11	Floor Speech
Eagle Scout Court of Honor Ceremony	5/15/2011	Regular

8. Public Statements

Send off of Morris Yacht's Shearwater Hull 1 to the US Coast Guard Academy	5/18/2011	Regular
Beauregard Brothers Military Academy Congratulatory remarks	5/19/2011	Regular
VOA Miller Square	5/20/2011	Regular
Maine Troop Greeters - Armed Forces Day Open House	5/21/2011	Regular
UNE Commencement	5/21/2011	Regular
Maine State Letter Carriers	5/22/2011	Regular
HONORING CLAUDETTE VIOLETTE	05/25/11	Floor Speech
IN MEMORY OF KEN MORGAN	05/25/11	Floor Speech
AMVETS-Maine Statement	5/26/2011	Regular
Field of Honor Flag Display	5/28/2011	Regular
Memorial Day Remarks 2011	5/30/2011	Regular
HONORING THE UNIVERSITY OF MAINE COOPERATIVE EXTENSION SENIOR COMPANION PROGRAM	06/02/11	Floor Speech
St Croix Island Ranger Station Ribbon Cutting	6/4/2011	Regular
Coast Guard RB-M	6/6/2011	Regular
Lewiston Adult Ed Grad	6/6/2011	Regular
Togus Hospice Unit	6/7/2011	Regular
Fleming Retirement	6/9/2011	Regular
Kiwanis Club	6/9/2011	Regular
VFW	6/10/2011	Regular
Home Care Wokers	6/14/2011	Regular
Maine Credit Union League Annual Meeting And Convention	06/18/11	Regular
Boys State	6/18/2011	Regular
Carmel Civil War Monument Dedication	6/18/2011	Regular
Forum On Jobs	6/18/2011	Regular
American Legion	6/18/2011	Regular
Chevrolet Maine Housing Weatherization	6/22/2011	Regular
Mano en Mano	6/22/2011	Regular
West Saddleback Connector	6/22/2011	Regular
HONORING THE TOWN OF CARMEL, MAINE	06/23/11	Floor Speech

8. Public Statements

New Hope Womens Shelter	6/25/2011	Regular
AMC Gorman1 Lodge	6/26/2011	Regular
Hometown Heroes Salute	6/26/2011	Regular
Turner 225th and Phillip S Bryant Monument Dedication	7/3/2011	Regular
DEPARTMENT OF DEFENSE APPROPRIATIONS ACT, 2012	07/07/11	Floor Speech
HONORING MAUREEN AUBE	07/12/11	Floor Speech
HONORING THE TOWN OF EDDINGTON, MAINE	07/12/11	Floor Speech
HONORING THE RECIPIENTS OF THE 2011 ``FORTY UNDER 40'' AWARD FOR EMERGING MAINE LEADERS	07/12/11	Floor Speech
HONORING THE TOWN OF GREENVILLE, MAINE	07/12/11	Floor Speech
HONORING THE TOWN OF EXETER	07/12/11	Floor Speech
HONORING SHANNA ROGERS	07/12/11	Floor Speech
HONORING THE MEN AND WOMAN WHO TRAVEL WITH THE NATIONAL 9/11 FLAG	07/12/11	Floor Speech
ENERGY AND WATER DEVELOPMENT AND RELATED AGENCIES APPROPRIATIONS ACT, 2012	07/15/11	Floor Speech
Three Ring Binder	7/18/2011	Regular
CONSUMER FINANCIAL PROTECTION SAFETY AND SOUNDNESS IMPROVEMENT ACT OF 2011	07/21/11	Floor Speech
Elks Flag Hospice	7/27/2011	Regular
Cpl Hutchins Memorial	7/31/2011	Regular
Flexi Center	8/2/2011	Regular
HONORING SISTER MARY NORBERTA	08/05/11	Floor Speech
HONORING GRETCHEN KIMBALL AND ANNETTE CALDWELL	08/05/11	Floor Speech
HONORING STEVE LEVESQUE	08/05/11	Floor Speech
HONORING JOHN PATRICK CARR, JR	08/05/11	Floor Speech
KVCC Lab	8/10/2011	Regular
Portland VA Clinic	8/10/2011	Regular
Bangor Manufacturing Roundtable Opening Remarks	8/18/2011	Regular
MEP Award Ceremony remarks	8/23/2011	Regular
UMA Bangor Dental Clinic	8/24/2011	Regular
Houlton Higher Education Center Center	9/1/2011	Regular
Grand Trunk Railway	9/7/2011	Regular

8. Public Statements

2011 Convention Maine Counties	9/10/2011	Regular
ME Firefighters9-11Memorial	9/10/2011	Regular
Oxford Hannaford9-119-11 Statement - Oxford Hannaford Event	9/11/2011	Regular
Somalia Fundraiser	9/17/2011	Regular
Karen Mills Introduction	9/19/2011	Regular
HONORING THE MAINE ARMY NATIONAL GUARD MILITARY FUNERAL HONORS PROGRAM	09/23/11	Floor Speech
Talking points for Badges for Baseball at UMO	9/24/2011	Regular
Bangor CBOC	9/26/2011	Regular
Progress Cent Food Kitchen	9/29/2011	Regular
Jetport Expansion	9/30/2011	Regular
Micheile Obama Speech	9/30/2011	Regular
Blackstone Charitable Foiundation	10/7/2011	Regular
VETERANS SEXUAL ASSAULT PREVENTION AND HEALTH CARE ENHANCEMENT ACT	10/11/11	Floor Speech
UNITED STATES-KOREA FREE TRADE AGREEMENT IMPLEMENTATION ACT	10/12/11	Floor Speech
UNITED STATES-PANAMA TRADE PROMOTION AGREEMENT IMPLEMENTATION ACT	10/12/11	Floor Speech
HONORING TWYLA LYCETTE	10/13/11	Floor Speech
HONORING THE SISTERS OF CHARITY OF ST HYACINTHE	10/13/11	Floor Speech
HONORING KAYE FLANAGAN, LYNN KRAEMER GOLDFARB, GAIL KELLY AND DONNA M LORING	10/13/11	Floor Speech
GETTING TOUGH ON CHINA	10/14/11	Floor Speech
Newport Bridge Dedication	10/15/2011	Regular
Maine Pulp and Paper Association luncheon speech	10/18/2011	Regular
MPCA Annual Conference	10/19/2011	Regular
269 Park Street Block Ribbon Cutting	10/20/2011	Regular
UNITED STATES-KOREA FREE TRADE AGREEMENT IMPLEMENTATION ACT	10/21/11	Floor Speech
JFK	10/22/2011	Regular
WHITE HOUSE SIGNING OF THE FREE TRADE AGREEMENTS	10/27/11	Floor Speech
Veterans Day Exchange Luncheon Speech	11/8/2011	Regular
Brewer High School Veterans Day	11/9/2011	Regular
Katahdin Region Higher Education Center 25th Anniversary	11/10/2011	Regular

8. Public Statements

Michaud Trail	11/10/2011	Regular
Abbott Vet Honor Roll	11/11/2011	Regular
HONORING RON GASTIA FOR HIS SERVICE TO THE PEOPLE OF BANGOR, ME	11/14/11	Floor Speech
HONORING CHRISTOPHER ``KIT'' ST JOHN ON THE OCCASION OF HIS RETIREMENT	11/15/11	Floor Speech
CONSOLIDATED AND FURTHER CONTINUING APPROPRIATIONS ACT, 2012	11/17/11	Floor Speech
MOAA Pine Tree Penobscot Navy League Luncheon	11/19/2011	Regular
Med Collaboration	11/22/2011	Regular
HONORING THE 100TH ANNIVERSARY OF THE MILLS & MILLS LAW FIRM	11/29/11	Floor Speech
HONORING ESTELLE RUBINSTEIN	11/29/11	Floor Speech
Wreaths Across America	12/4/2011	Regular
HONORING MRS DIANE McMANUS	12/06/11	Floor Speech
SYNTHETIC DRUG CONTROL ACT OF 2011	12/07/11	Floor Speech
HONORING SGT TIMOTHY K GILBOE	12/20/11	Floor Speech
CR SGT Timothy K Gilboe	12/22/2011	Regular
HONORING THE RECIPIENTS OF THE ANDROSCOGGIN COUNTY CHAMBER OF COMMERCE AWARDS	01/17/12	Floor Speech
HONORING THE RECIPIENTS OF THE KENNEBEC VALLEY CHAMBER OF COMMERCE AWARDS	01/17/12	Floor Speech
HONORING THE HONOREES OF THE BANGOR REGION CHAMBER OF COMMERCE AWARDS	01/18/12	Floor Speech
HONORING THE HONOREES OF THE OXFORD HILLS CHAMBER OF COMMERCE AWARDS	01/18/12	Floor Speech
HONORING NANCY B KELLEHER	01/18/12	Floor Speech
WELCOMING REVEREND DR KATE BRAESTRUP	01/24/12	Floor Speech
NOTICE OF INTENTION TO OFFER MOTION TO INSTRUCT CONFEREES ON HR 3630, TEMPORARY PAYROLL T	01/31/12	Floor Speech
MOTION TO INSTRUCT CONFEREES ON HR 3630 TEMPORARY PAYROLL TAX CUT CONTINUATION ACT OF 20	02/01/12	Floor Speech
HONORING THE 40TH ANNIVERSARY OF THE MAINE ORGANIC FARMERS AND GARDENERS ASSOCIATION	02/01/12	Floor Speech
HONORING LARRY VEILLEUX OF LEWISTON, MAINE	02/02/12	Floor Speech
French Caucus Nuclear Waste Management	6-Feb-12	Regular
CIVILIAN PROPERTY REALIGNMENT ACT	02/07/12	Floor Speech
HONORING THE HONOREES OF THE SEBASTICOOK VALLEY CHAMBER OF COMMERCE AWARDS	02/07/12	Floor Speech
STOP TRADING ON CONGRESSIONAL KNOWLEDGE ACT OF 2012	02/09/12	Floor Speech
Western Maine Labor Council	2/9/2012	Regular

8. Public Statements

NASDVA Award	2/10/2012	Regular
Maine Army National Guard—C/1-126th Air MEDEVAC Company Send-off Ceremony	2/10/2012	Regular
MaineStateSociety Breakfast speech	2/16/2012	Regular
HONORING THE TOWN OF PHILLIPS	02/27/12	Floor Speech
HONORING LORRAINE BROWN	02/27/12	Floor Speech
HONORING BERTRAND DAVID MATHIEU	02/27/12	Floor Speech
APPLYING COUNTERVAILING DUTY PROVISIONS TO NONMARKET ECONOMY COUNTRIES	03/06/12	Floor Speech
HONORING THE HONOREES OF THE MID-MAINE CHAMBER OF COMMERCE AWARDS	03/21/12	Floor Speech
HONORING THE HEROES OF THE FORT KENT FIRE	03/27/12	Floor Speech
HONORING THEODORA J KALIKOW	04/17/12	Floor Speech
HONORING LIEUTENANT KEITH WHEELER	04/26/12	Floor Speech
HONORING JOHN F MURPHY HOMES	05/15/12	Floor Speech
HONORING JOHN F MURPHY HOMES	05/18/12	Floor Speech
HONORING DEPUTY CHIEF RON NEWTON	05/25/12	Floor Speech
HONORING SERGEANT JOSEPH SHEPHERD	05/25/12	Floor Speech
HONORING THE AROOSTOOK MEDICAL CENTER	05/31/12	Floor Speech
HONORING LEROY KELLER	06/06/12	Floor Speech
HONORING MEMBERS OF THE MAINE DEPARTMENT OF THE AMERICAN LEGION AUXILIARY	06/15/12	Floor Speech
HONORING RITA CANNAN	06/15/12	Floor Speech
HONORING LL BEAN	06/29/12	Floor Speech
HONORING THE 50TH ANNIVERSARY OF TELSTAR	07/12/12	Floor Speech
HONORING LAURIANNE CORMIER	07/12/12	Floor Speech
HONORING PINE TREE LEGAL ASSISTANCE	07/12/12	Floor Speech
HONORING UNITED STATES MARINE CAPTAINS MARK SILVERS AND SEAN GOBIN	07/25/12	Floor Speech
HONORING THE WILLIAM LADD CHAPTER OF VETERANS FOR PEACE	07/28/12	Floor Speech
HONORING AMERICA'S VETERANS AND CARING FOR CAMP LEJEUNE FAMILIES ACT OF 2012	07/31/12	Floor Speech
HONORING BARBARA ANTHONY, VALDINE ATWOOD, BARBARA DRISKO, AND SALLY JACOBS	08/01/12	Floor Speech
COMMEMORATING THE 75TH ANNIVERSARY OF THE COMPLETION OF THE APPALACHIAN TRAIL	08/03/12	Floor Speech
IMPROVING TRANSPARENCY OF EDUCATION OPPORTUNITIES FOR VETERANS ACT OF 2012	09/11/12	Floor Speech

8. Public Statements

HONORING CONGRESSMAN JERRY COSTELLO	09/12/12	Floor Speech
Issue and Section:September 14, 2012 - Extensions of Remarks (Vol	09/14/12	Floor Speech
VA MAJOR CONSTRUCTION AUTHORIZATION AND EXPIRING AUTHORITIES EXTENSION ACT OF 2012	09/19/12	Floor Speech
VETERANS FIDUCIARY REFORM AND HONORING NOBLE SERVICE ACT	09/19/12	Floor Speech
HONORING COLBY COLLEGE ON ITS BICENTENNIAL	09/19/12	Floor Speech
HONORING THE FRANCO AMERICAN WAR VETERANS	09/19/12	Floor Speech
HONORING ROY DRIVER	09/19/12	Floor Speech
HONORING MEMBERS OF THE JAMES W WILLIAMS AMERICAN LEGION POST 12	09/21/12	Floor Speech
HONORING ST JOSEPH HOSPITAL	09/21/12	Floor Speech
HONORING THE CLAREMONT HOTEL'S 2012 SUMMER LECTURE AND CONCERT SERIES	10/05/12	Floor Speech
UNITED STATES-KOREA FREE TRADE AGREEMENT IMPLEMENTATION ACT	10/11/12	Floor Speech
PROVIDING FOR CONSIDERATION OF SENATE AMENDMENT TO H 2832, EXTENDING THE GENERALIZED SY	10/11/12	Floor Speech
HONORING ADRIAN J CYR	11/02/12	Floor Speech
HONORING DR PAUL CARON	11/02/12	Floor Speech
HONORING THE RECIPIENTS OF THE 2012 FRANKLIN COUNTY CHAMBER OF COMMERCE AWARDS	11/14/12	Floor Speech
RUSSIA AND MOLDOVA JACKSON-VANIK REPEAL AND SERGEI MAGNITSKY RULE OF LAW ACCOUNTABILITY	11/16/12	Floor Speech
WILLIAM ``BILL'' KLING VA CLINIC	12/19/12	Floor Speech
MANN-GRANDSTAFF DEPARTMENT OF VETERANS AFFAIRS MEDICAL CENTER	12/19/12	Floor Speech
DIGNIFIED BURIAL AND OTHER VETERANS' BENEFITS IMPROVEMENT ACT OF 2012	12/30/12	Floor Speech
IMPROVING TRANSPARENCY OF EDUCATION OPPORTUNITIES FOR VETERANS ACT OF 2012	12/30/12	Floor Speech
HONORING THE HONOREES OF THE ANDROSCOGGIN COUNTY CHAMBER OF COMMERCE AWARDS	01/18/13	Floor Speech
HONORING THE HONOREES OF THE BANGOR REGION CHAMBER OF COMMERCE AWARDS	01/18/13	Floor Speech
HONORING THE HONOREES OF THE KENNEBEC VALLEY CHAMBER OF COMMERCE AWARDS	01/18/13	Floor Speech
HONORING THE ``GEMS OF 26'' MAINE MILITARY PROGRAM	02/12/13	Floor Speech
HONORING THE HONOREES OF THE PANTHEON-BOURGEOIS GUITARS	02/22/13	Floor Speech
HONORING THE HONOREES OF THE ANDROSCOGGIN COUNTY CHAMBER OF COMMERCE AWARDS	02/22/13	Floor Speech
HONORING THE HONOREES OF THE OXFORD HILLS CHAMBER OF COMMERCE AWARDS	02/25/13	Floor Speech
HONORING HAROLD O BOUCHARD	03/04/13	Floor Speech
HONORING MAINE MAPLE SUNDAY	03/21/13	Floor Speech

8. Public Statements

HONORING THE RECIPIENTS OF THE MID-MAINE CHAMBER OF COMMERCE AWARDS	04/09/13	Floor Speech
HONORING AUBURN MANUFACTURING, INC	05/06/13	Floor Speech
HONORING CHIEF JOHN STEVENS	05/08/13	Floor Speech
PROCLAIMING SUPPORT FOR NATIONAL ARSON AWARENESS WEEK	05/08/13	Floor Speech
HONORING THE 2013 INDUCTEES OF THE MAINE FRANCO-AMERICAN HALL OF FAME	05/08/13	Floor Speech
COMMERCE, JUSTICE, SCIENCE, AND RELATED AGENCIES APPROPRIATIONS ACT, 2013	05/08/13	Floor Speech
HONORING THE AROOSTOOK MEDICAL CENTER	05/09/13	Floor Speech
HONORING LAIRD COVEY	05/14/13	Floor Speech
HONORING MAINE'S STATE POLICE	05/14/13	Floor Speech
NO LABELS	05/20/13	Floor Speech
AMERICAN HEROES COLA ACT	05/21/13	Floor Speech
IMPROVING JOB OPPORTUNITIES FOR VETERANS ACT OF 2013	05/21/13	Floor Speech
SAFEGUARDING AMERICA'S PHARMACEUTICALS ACT OF 2013	06/03/13	Floor Speech
HONORING THE TOWN OF RUMFORD'S NATIONAL MAIN STREET DESIGNATION	06/03/13	Floor Speech
RUTH MOORE ACT OF 2013	06/04/13	Floor Speech
HONORING THE EMERGENCY RESPONSE PERSONNEL OF CENTRAL MAINE REGIONAL COMMUNICATIONS, S	06/04/13	Floor Speech
WELCOMING COLONEL ANDREW GIBSON	06/12/13	Floor Speech
NATIONAL DEFENSE AUTHORIZATION ACT FOR FISCAL YEAR 2014	06/13/13	Floor Speech
HONORING THE TOWN OF ST ALBANS MAINE	06/17/13	Floor Speech
HONORING THE TOWN OF MACHIAS, MAINE	06/20/13	Floor Speech
HONORING HOPE CARROLL	07/16/13	Floor Speech
HONORING THE CITY OF ELLSWORTH, MAINE	07/16/13	Floor Speech
Gubernatorial Campaign Announcement	08/15/13	Gubernatorial
VETERANS BENEFITS CONTINUING APPROPRIATIONS RESOLUTION, 2014	10/03/13	Floor Speech
HONORING THE 75TH ANNIVERSARY OF REDINGTON MEMORIAL HOME	10/03/13	Floor Speech
HONORING THE UNIVERSITY OF MAINE AT FARMINGTON ON ITS SESQUICENTENNIAL	10/09/13	Floor Speech
HONORING THE ORGANIZERS OF THE LAC-MEGANTIC BENEFIT CONCERT AND THE AREA FIRST RESPONDER	10/11/13	Floor Speech
HONORING ED HAMM, JR ON RECEIVING THE HOMETOWN HERO AWARD FROM THE MODERN WOODME	10/16/13	Floor Speech
HONORING THERESA M DESFOSSES ON BEING INDUCTED INTO THE RV/ MANUFACTURED HOUSING HALL	10/23/13	Floor Speech

8. Public Statements

VETERANS' ADVISORY COMMITTEE ON EDUCATION IMPROVEMENT ACT OF 2013	10/28/13	Floor Speech
VETERANS ECONOMIC OPPORTUNITY ACT OF 2013	10/28/13	Floor Speech
ESTABLISHING COMMISSION OR TASK FORCE TO EVALUATE THE BACKLOG OF DISABILITY CLAIMS	10/28/13	Floor Speech
HONORING THE 3RD ANNIVERSARY OF RICHMOND AREA HEALTH CENTER'S STAR PROGRAM	10/28/13	Floor Speech
HONORING THE 30TH ANNIVERSARY OF THE FINANCE AUTHORITY OF MAINE AND THE 2013 SHOWCASE M	10/28/13	Floor Speech
HONORING JOHN HALLE	10/30/13	Floor Speech
PFFM and MAP Endorsement	11/07/13	Gubernatorial
VETERANS' COMPENSATION COST-OF-LIVING ADJUSTMENT ACT OF 2013	11/12/13	Floor Speech
HONORING THE SUMMIT PROJECT	11/12/13	Floor Speech
HONORING THE 2013 MAINEBIZ NEXT LIST HONOREES	11/12/13	Floor Speech
JFK Dinner	11/16/13	Gubernatorial
HONORING ARGO MARKETING GROUP ON BEING AWARDED THE 2013 INC HIRE POWER AWARD FOR JOB	11/19/13	Floor Speech
HONORING THE INAUGURATION OF THE CONGRESSIONAL MONTENEGRO CAUCUS	11/20/13	Floor Speech
HONORING THE LEWISTON FIREFIGHTERS ASSOCIATION	11/21/13	Floor Speech
Victory Fund	12/06/13	Gubernatorial
VA EXPIRING AUTHORITIES EXTENSION ACT OF 2013	12/10/13	Floor Speech
DEPARTMENT OF VETERANS AFFAIRS MAJOR MEDICAL FACILITY LEASE AUTHORIZATION ACT OF 2013	12/10/13	Floor Speech
ALICIA DAWN KOEHL RESPECT FOR NATIONAL CEMETERIES ACT	12/11/13	Floor Speech
HONORING SCOTT KARCZEWSKI	12/11/13	Floor Speech
Naturalization Ceremony Speech	12/17/13	Gubernatorial
CONGRATULATING THE BANGOR REGION CHAMBER OF COMMERCE AWARD RECIPIENTS	01/16/14	Floor Speech
CONGRATULATING THE KENNEBEC VALLEY CHAMBER OF COMMERCE AWARD RECIPIENTS	01/16/14	Floor Speech
CONGRATULATING THE ANDROSCOGGIN COUNTY CHAMBER OF COMMERCE AWARD RECIPIENTS	01/16/14	Floor Speech
BRCC Awards speech	01/22/14	Gubernatorial
MCV Remarks	02/07/14	Gubernatorial
Made in Maine Rollout Speech	02/19/14	Gubernatorial
HONORING THE HONOREES OF THE ANDROSCOGGIN COUNTY CHAMBER OF COMMERCE AWARDS	02/23/14	Floor Speech
HONORING THE BICENTENNIAL OF THE LUCERNE INN	02/27/14	Floor Speech
American Chiropractic Association Remarks	02/27/14	Gubernatorial

8. Public Statements

YORK RIVER WILD AND SCENIC RIVER STUDY ACT OF 2013	03/04/14	Floor Speech
CONGRATULATING THE OXFORD HILLS CHAMBER OF COMMERCE AWARD RECIPIENTS	03/06/14	Floor Speech
York Dems Springvale St Pat's Speech	03/14/14	Gubernatorial
New Dimensions Federal Credit Union Annual Meeting	03/19/14	Gubernatorial
Environment Maine Presser	03/20/14	Gubernatorial
USM MPBN Speech	03/21/14	Gubernatorial
Minimum Wage Bus Tour	03/24/14	Gubernatorial
HONORING LAMEY-WELLEHAN FOR 100 YEARS OF OUTSTANDING BUSINESS AND COMMUNITY INVOLVEM	03/25/14	Floor Speech
WELCOMING JAMES WARHOLA	03/27/14	Floor Speech
STEM Summit	03/28/14	Gubernatorial
Governor's Luncheon	03/28/14	Gubernatorial
Summit Ribbon Cutting	03/29/14	Gubernatorial
Androscoggin Democrats	03/29/14	Gubernatorial
Victory Fund Speech	04/06/14	Gubernatorial
CELEBRATING THE 100TH BIRTHDAY OF THELDA DOBBINS	04/07/14	Floor Speech
Maine Guides	04/08/14	Gubernatorial
HONORING THE FLYING TIGERS	04/09/14	Floor Speech
HONORING MAINE'S PUBLIC SAFETY TELECOMMUNICATORS	04/10/14	Floor Speech
Earth Day	04/22/14	Gubernatorial
EPIC Maine	04/24/14	Gubernatorial
CONGRATULATING THE HONOREES OF THE MID-MAINE CHAMBER OF COMMERCE'S 51ST ANNUAL AWARD	04/29/14	Floor Speech
CONGRATULATING THE HONOREES OF THE MAINE SPORTS HALL OF FAME'S 39TH ANNUAL INDUCTION BA	05/01/14	Floor Speech
HONORING THE SERVICE OF REPRESENTATIVE MICHAEL CAREY	05/01/14	Floor Speech
HONORING THE SERVICE OF SENATOR MARGARET CRAVEN	05/01/14	Floor Speech
MSTA Endorsement	05/01/14	Gubernatorial
DAV Convention	05/02/14	Gubernatorial
Student of the Year	05/03/14	Gubernatorial
WELCOMING REVEREND DON WILLIAMS	05/07/14	Floor Speech
MSEA Retirees	05/15/14	Gubernatorial

8. Public Statements

Maine Eduaction Speech	05/17/14	Gubernatorial
DEPARTMENT OF VETERANS AFFAIRS MANAGEMENT ACCOUNTABILITY ACT OF 2014	05/21/14	Floor Speech
COMMERCE, JUSTICE, SCIENCE, AND RELATED AGENCIES APPROPRIATIONS ACT, 2015	05/29/14	Floor Speech
COMMEMORATING THE VETERANS WHO PARTICIPATED IN THE ALLIED LANDINGS AT NORMANDY ON D-D	05/29/14	Floor Speech
HONORING THE 225TH ANNIVERSARY OF THE TOWN OF GOULDSBORO, MAINE	05/29/14	Floor Speech
CONGRATULATING THE HONOREES OF THE ELLSWORTH CHAMBER OF COMMERCE'S ANNUAL AWARDS DI	05/29/14	Floor Speech
Democratic State Convention 2014	05/31/14	Gubernatorial
Fighting Poverty Speech	06/02/14	Gubernatorial
OIG Speech	06/05/14	Gubernatorial
VETERAN ACCESS TO CARE ACT OF 2014	06/10/14	Floor Speech
HONORING THE WINNERS OF MAINE'S NATIONAL HISTORY DAY COMPETITION	06/10/14	Floor Speech
RECOGNIZING THE HONOREES OF THE SMALL BUSINESS ADMINISTRATION'S ANNUAL AWARDS LUNCHEON	06/11/14	Floor Speech
HONORING THE 200TH ANNIVERSARY OF THE TOWN OF SANGERVILLE, MAINE	06/12/14	Floor Speech
American Legion	06/14/14	Gubernatorial
Democratic Pride Brunch	06/15/14	Gubernatorial
Planned Parenthood of Northern New England	06/16/14	Gubernatorial
PAY OUR GUARD AND RESERVE ACT	06/18/14	Floor Speech
AFL-CIO COPE Convention	06/20/14	Gubernatorial
Maine Credit Union League Annual Dinner	06/24/14	Gubernatorial
Citizens United Rally	06/25/14	Gubernatorial
HONORING THE TOWN OF NEWPORT, MAINE	06/26/14	Floor Speech
Maine People's Alliance	06/26/14	Gubernatorial
ENERGY AND WATER DEVELOPMENT AND RELATED AGENCIES APPROPRIATIONS ACT, 2015	07/09/14	Floor Speech
HONORING THE 50TH ANNIVERSARY OF THE JOB CORPS PROGRAM	07/16/14	Floor Speech
HONOR FLIGHT ACT	07/22/14	Floor Speech
HONORING THE AROOSTOOK FARM OF PRESQUE ISLE, MAINE	07/22/14	Floor Speech
Hobby Lobby Presser	07/28/14	Gubernatorial
CONFERENCE REPORT ON H 3230, PAY OUR GUARD AND RESERVE ACT	07/30/14	Floor Speech
Muskie Lobsterbake	08/02/14	Gubernatorial

8. Public Statements

Maine Coalition for Housing	08/11/14	Gubernatorial
USW Convention	08/13/14	Gubernatorial
Pot and Kettle Club	08/14/14	Gubernatorial
PERSONAL EXPLANATION ON ABSENCE	08/18/14	Floor Speech
Denise Richards	08/23/14	Gubernatorial
AG COMM Remarks	08/26/14	Gubernatorial
MHM Bill Clinton speech	09/02/14	Gubernatorial
SS & Medicaid endorsement Presser	09/04/14	Gubernatorial
Sierra Club Keynote	09/05/14	Gubernatorial
MSFF Speech	09/06/14	Gubernatorial
REMOVAL OF USE RESTRICTION ON LAND FORMERLY A PART OF ACADIA NATIONAL PARK	09/08/14	Floor Speech
HONORING THE 90TH ANNIVERSARY OF CARY MEDICAL CENTER	09/10/14	Floor Speech
HONORING THE HONOREES OF THE MAINE WOMEN'S LOBBY GALA	09/10/14	Floor Speech
E2Tech Heating	09/12/14	Gubernatorial
Equality Maine Annual Dinner	09/12/14	Gubernatorial
HONORING THE 125TH ANNIVERSARY OF THE CRAIG BROOK NATIONAL FISH HATCHERY	09/14/14	Floor Speech
Health Care Speech	09/15/14	Gubernatorial
HONORING THE 30TH ANNIVERSARY OF THE MABEL WADSWORTH CENTER	09/16/14	Floor Speech
Maine Economy and Environment	09/29/14	Gubernatorial
Mill Closure Press Conf	10/02/14	Gubernatorial
FLOTUS Obama Speech	10/03/14	Gubernatorial
Veteran Rollout Speech	10/06/14	Gubernatorial
Middle Class Bus Tour Presser	10/07/14	Gubernatorial
Jefferson Jackson Dinner Speech	10/10/14	Gubernatorial
Maine State Employees Association speech	10/23/14	Gubernatorial
Free Fox Airtime Speech	10/23/14	Gubernatorial
Hillary Clinton Rally Remarks	10/24/14	Gubernatorial
Obama Rally Remarks	10/30/14	Gubernatorial
Women for Mike	10/31/14	Gubernatorial

8. Public Statements

Concession speech	11/04/14	Gubernatorial
CLAY HUNT SUICIDE PREVENTION FOR AMERICAN VETERANS ACT	12/09/14	Floor Speech
FAREWELL STATEMENT	12/12/14	Floor Speech
University of Maine Presque Isle Commencement and Honorary Degree	UNKNOWN	Regular
AMTAC	UNKNOWN	Regular
Address to Canadian Labor Congress	UNKNOWN	Regular
Mid-Maine Global Forum REM CENTER – Waterville	UNKNOWN	Regular
Jefferson Jackson Dinner 2008	UNKNOWN	Regular
Eastern Maine Labor Council July 4th Speech	UNKNOWN	Regular
NAFTA Accountability Act Press Conference	UNKNOWN	Regular
Operation Homefront	UNKNOWN	Regular
Patent Reform Act of 2007 Floor Speech	UNKNOWN	Regular
Southern Maine Labor Council Labor Day	UNKNOWN	Regular
US Business and Industry Council Defender of the National Interest Award	UNKNOWN	Regular
US China Policy Commission Testimony	UNKNOWN	Regular
Value Addex Tax Speech	UNKNOWN	Regular
AFGE 2nd District Annual Congressional Meet and Greet	UNKNOWN	Regular
Community and Health Services regarding Medicare Part D	UNKNOWN	Regular
Rangeley Lakes Dedication	UNKNOWN	Regular
USDA Grant for the Town of Norway	UNKNOWN	Regular
Maine Paper and Heritage Museum	UNKNOWN	Regular

9. Agreements or Arrangements

☑ See OGE Form 278. (If, for your nomination, you have completed an OGE Form 278 Executive Branch Personnel Public Financial Disclosure Report, you may check the box here to complete this section and then proceed to the next section.)

As of the date of filing your OGE Form 278, report your agreements or arrangements for: (1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment.

Provide information regarding any agreements or arrangements you have concerning (1) future employment; (2) a leave of absence during your period of Government service; (3) continuation of payments by a former employer other than the United States Government;

and (4) continuing participation in an employee welfare or benefit plan maintained by a former employer other than United States Government retirement benefits.

Status and Terms of Any Agreement or Arrangement	Parties	Date (month/year)

10. Lobbying

In the past ten years, have you registered as a lobbyist? If so, please indicate the state, federal, or local bodies with which you have registered (e.g., House, Senate, California Secretary of State).

No.

11. Testifying Before the Congress

(A) Do you agree to appear and testify before any duly constituted committee of the Congress upon the request of such Committee?

Yes.

(B) Do you agree to provide such information as is requested by such a committee?

Yes.

[Letter from the U.S. Office of Government Ethics follows:]

UNITED STATES OFFICE OF
GOVERNMENT ETHICS

AUG 18 2015

The Honorable Johnny Isakson
Chairman
Committee on Veterans' Affairs
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by Michael H. Michaud, who has been nominated by President Obama for the position of Assistant Secretary for Veterans' Employment and Training Service, Department of Labor.

We have reviewed the report and have obtained advice from the agency concerning any possible conflict in light of its functions and the nominee's proposed duties. Also enclosed is an ethics agreement outlining the actions that the nominee will undertake to avoid conflicts of interest. Unless a date for compliance is indicated in the ethics agreement, the nominee must fully comply within three months of confirmation with any action specified in the ethics agreement.

Based thereon, we believe that this nominee is in compliance with applicable laws and regulations governing conflicts of interest.

Sincerely,

David J. Apol
General Counsel

Enclosures

1201 New York Avenue, NW, Suite 500 | Washington, DC 20005
www.oge.gov

[Letter from nominee to the Office of the Solicitor, U.S. Department of Labor follows:]

August 3, 2015

Robert A. Shapiro
Associate Solicitor
Office of Legal Counsel
Office of the Solicitor
U.S. Department of Labor
Rm. N2700
200 Constitution Ave., NW
Washington, DC 20210

Dear Mr. Shapiro:

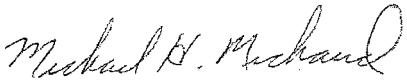
The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed as the Assistant Secretary for the Veterans' Employment and Training Service.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Finally, I understand that as an appointee I am required to sign the Ethics Pledge (Exec. Order No. 13490) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

Sincerely,



Michael H. Michaud

RESPONSE TO PREHEARING QUESTIONS SUBMITTED BY HON. JOHNNY ISAKSON TO MICHAEL H. MICHAUD, NOMINEE TO BE ASSISTANT SECRETARY OF LABOR FOR VETERANS' EMPLOYMENT AND TRAINING

Question 1. For many years, you served on the Committee on Veterans' Affairs of the U.S. House of Representatives, which has legislative and oversight responsibilities with regard to the Department of Labor's Veterans' Employment and Training Service (DOL-VETS) and the programs and laws it administers.

A. What are your preliminary thoughts on the most serious challenges facing DOL-VETS?

Response. If confirmed as Assistant Secretary for VETS, I will work tirelessly every day to honor veterans by helping them succeed in the civilian workforce when their time in the armed services comes to end. While veterans' unemployment is the lowest it has been in nearly seven years, it is still too high. We must address work with our partners in the public and private sectors to address the barriers to employment faced by our Nation's servicemen and women. Similarly, the rate of homelessness among veterans also has declined. We must remain vigilant in our efforts to ensure that if and when a veteran faces a housing crisis, programs are available to help. A robust program of enforcement of the Uniformed Services Employment and Reemployment Rights Act is critical to ensuring that the civilian job rights and benefits for veterans and members of the active and Reserve components of the U.S. Armed Forces are protected.

B. What would be your highest priorities upon assuming the role of the Assistant Secretary for Veterans' Employment and Training?

Response. My goal is to ensure that the transition for the military personnel to civilian life is less burdensome and more rewarding for veterans and their families. In particular, I would strive to achieve the following goals:

- Improve outreach to servicemembers, veterans and their families to ensure they are aware of and have access to the programs and services available to help them achieve their employment and career goals;
- Focus on providing intensive employment services to those with significant barriers to employment;
- Improve the Transition Assistance Program (TAP), in collaboration with the Departments of Veterans Affairs, Defense, Homeland Security and others to by implementing the redesigned DOL Employment Workshop as part of comprehensive effort to seamlessly transition Servicemembers, Guard and Reserve members and their families from active duty to civilian life; and
- Increase and enhance VETS ability to measure and report on the impact of our programs by improving data collection and reporting.

Question 2. For fiscal year 2016, the President requested $271 million for DOL-VETS, including $175 million for grant programs and more than $40 million to support 230 employees. To ensure that the Committee has a complete record for consideration of this nomination, would you please describe the experiences that demonstrate your ability to effectively manage a budget and staff of this size?

Response. I acknowledge that I have never managed or led an organization the size of the Veterans' Employment and Training Service, but I believe that the character of the manager rather than the size of the agency is what's important. I strongly believe that my 34 years of experience leading, managing, and supervising in my career as an elected official, my extensive knowledge as Ranking Member of the House Veterans' Affairs Committee, and my work with Veterans Service Organizations prepares me well for the challenges I will face in leading the agency. I believe in collaboration, always having an open door, and listening to the viewpoints of those who may disagree with my position.

Question 3. DOL-VETS shares responsibility with the Departments of Defense and Veterans Affairs for ensuring our servicemembers are prepared for transitioning into the civilian workforce when they leave the military. Specifically, the Department of Labor is responsible for providing a three-day employment workshop as part of the Transition Assistance Program.

A. Do you yet have a sense of how you would ensure this training reflects current best practices that private and public sector hiring managers use to hire employees?

Response. I need a much more intimate understanding of the field operations and current impact of VETS programs before I can fully answer that question. If confirmed, I plan to meet with employers—in the public and private sector, observe operations in the field, solicit input from VETS' staff and staff funded by the Jobs for Veterans State Grants programs who are based in communities and who understand local employment markets in order to do ensure that TAP program meets the needs of servicemembers and the employers who wish to hire them.

B. Do you yet have a sense of how DOL-VETS could better assess the impact its employment workshops have on a veteran's ability to gain employment?

Response. I agree that it is critical that agencies be able to show that their programs have a positive impact on the clients they are charged to serve. Consequently, one of my first priorities will be to learn more about how the agency currently measures the impact of the various programs it administers and solicit input from VETS' team members, workforce development practitioners, Members of the Committee, veterans and stakeholder groups on how to do just that.

Question 4. In 2013, you supported H.R. 2481, which would have created a new Veterans Economic Opportunity Administration within the Department of Veterans Affairs.

A. How do you see the work of DOL-VETS and VA complementing each other and do you yet have a sense of where the two Departments could better coordinate their functions to improve economic opportunities for veterans?

Response. While the VA is primarily a benefits agency, and that can include educational benefits, DOL has the lead on training and employment assistance for all Americans, including veterans. If confirmed, I would work to increase coordination between the two Departments to ensure that employment and training programs are delivered in a way that avoids duplication and leverages DOL's information on local labor markets and growing industries to help vets use their benefits in ways that improve their employment outcomes.

B. Do you yet have a sense of whether the size and location of DOL-VETS within the Department of Labor create any challenges for it across its four key program areas?

Response. Not at this time. However if confirmed, I see my primary role as Assistant Secretary to guarantee that VETS brings to bear the full complement of resources of the Department and ensures that those resources are readily available for veterans and servicemembers seeking to transition into the civilian labor force.

Question 5. To accomplish its mission, DOL-VETS works with veterans and employers to improve their interactions with each other.

A. Do you have preliminary thoughts on what would be an effective strategy for DOL-VETS to engage employers across the public and private sectors at local and national levels?

Response. I want to gain a fuller understanding of what strategies VETS is currently utilizing in order to assess what's working and what isn't. I think that DOL-VETS has failed historically at adequately communicating with stakeholders and failing to show its value to the veteran community. Improving outreach to servicemembers, veterans and the employer community to ensure they are aware of and have access to the programs and services available to help them achieve their employment and hiring goals is critical to that effort. In particular, reaching out to small and medium size businesses—who make of the bulk of employers—will be a top priority of mine, if confirmed.

B. In your view, what are key facts or tools that employers may need to know when it comes to veterans?

Response. If confirmed, I want to invest time in talking to employers about the traits that veterans can bring to help a company succeed. I've had the opportunity to meet with employers in Maine and across the country during my career as an elected official, and the ones I've met don't need convincing that veterans are indispensable members of any team. That said, we need to make those employer-veteran applicant connections happen on a real level, and I'm committed to doing that, if confirmed.

Question 6. The Jobs for Veterans State Grant (JVSG) program reported state-by-state employment entry rates between 36% and 68% for participants of its programs in the 50 states during program year 2013.

A. In addition to these metrics, do you yet have a sense of whether there are other factors about the JVSG program's outcomes that should be tracked?

Response. I would want the opportunity to discuss this with the program experts in VETS and the staff who are funded by the JVSG program in order to respond to this question. If confirmed, I would look forward to hearing from Members of the Committee on any thoughts they may have as well.

B. Do you yet have a sense of whether there are important outcomes regarding the employer outreach part of JVSG that should be tracked?

Response. Similar to the previous question, I would want an opportunity to talk to the program experts and staff. It is possible that not all outreach necessarily leads to employment. I want to make sure that we are able to identify the quality and effectiveness of services provided to veterans, not just the quantity.

Question 7. JVSG is a grant given to the states for them to hire staff directly. Do you yet have a sense of how much flexibility state officials should be given to decide which agency employs these program staff?

Response. The effective administration of programs serving veterans will be my highest priority and must be the highest priority of states who receive Federal funding to do so. Effective coordination with the state public workforce system is critical to achieving the goals of Workforce Innovation and Opportunity Act enacted in 2014, and efforts to transition administration of the JVSG grant program from the state workforce agency to a state veterans' agency would be contrary to Congressional intent. I am open to further dialog with states and Members of the Committee on this issue, if confirmed.

Question 8. DOL-VETS administers and helps to enforce the Uniformed Services Employment and Reemployment Rights Act (USERRA), which provides reemployment rights and employment discrimination protections for veterans and members of the Guard and Reserves. Currently pending before the House of Representatives is a bill, H.R. 2275, Jobs for Veterans Act of 2015, which includes a provision requiring the transfer of the administration of employment and reemployment rights of members of the uniformed services, among other VETS responsibilities, to the Department of Veterans Affairs.

A. Would you please share any current views you have on transferring the administration of USERRA out of VETS?

Response. As Ranking Member of the House Veterans' Affairs Committee, I had conversations with interested parties about this issue. As the Committee knows, in its enforcement of USERRA, VETS protects the rights of all uniformed servicemembers to return to their civilian jobs and receive all of their employment benefits when they have concluded their tours of duty. It is my understanding that VETS works closely with the Labor Department's Solicitor's Office and its staff of expert employment lawyers when enforcing USERRA. In addition, when USERRA violations implicate Federal contractors and sub-contractors, VETS refers cases to OFCCP for possible investigation of VEVRAA violations. VETS's employment law enforcement responsibilities are fully integrated with other employment law enforcement agencies in the Labor Department. The Veterans Affairs Department does not have an analogous employment law enforcement capacity or expertise.

B. How important do you believe it is for VETS to cooperate and coordinate with other entities that help enforce USERRA (such as the Office of Special Counsel) and do you yet have a sense of what steps you would take to facilitate coordination and collaboration?

Response. If confirmed, I want to make sure that the enforcement of USERRA is done effectively and efficiently. I read the recent GAO report which found that DOL outperformed the Office of Special Counsel (OSC) in terms of customer satisfaction, timeliness, and costs. If Members of the Committee or other enforcement agencies have ideas and best practices for VETS to adopt, I would be happy to have those conversations.

Question 9. The White House and the VA started the End Veteran Homelessness Initiative in 2010 to end veteran homelessness by the end of 2015. DOL-VETS administers the Homeless Veterans' Reintegration Program (HVRP) to assist with returning homeless veterans to the workforce.

A. As the homeless veteran population continues to decline, do you yet have a sense of how this may affect the demand for HVRP, and how could HVRP potentially be adapted in the future in response?

Response. I fully support President Obama's initiative to end homelessness among veterans. It is unacceptable that men and women who wore the uniform are returning without a safe, stable place to call home. In spite of the decline the numbers of homeless veterans nationwide, I think we have to continue to set the bar high, invest resources and effort, and refuse to scale back on the vision of eliminating homelessness among veterans. If and when we get to a point where HVRP might need to be adapted, I look forward to working with the Members of the Committee.

B. Do you yet have a sense of what successful practices developed by HVRP can be shared with JVSG or other programs for veterans employment to make them more effective?

Response. The HVRP program is a good example of public-private sector partnerships. Leveraging the resources of the Federal Government with those of state and local governments, the business community and nonprofits can often lead to positive results. I've been able to forge similar partnerships during my time in Congress, and I'd like to explore those in my capacity as Assistant Secretary for VETS, if confirmed.

Question 10. On the completed questionnaire you submitted to the Committee, you listed a number of publications you authored that are no longer posted on-line. Would you please provide the Committee with a copy of each of those publications?

Response. Attachments follow.

SERVING OUR VETERANS

SERVING OUR VETERANS

MAINE'S COMMITMENT TO LEAVING NO HERO BEHIND

INTRODUCTION

Maine has one of the highest per capita veteran populations in the country. As a state, we need to better recognize that those who served are current and future business leaders, teachers, farmers and neighbors, and we owe it to veterans to build and expand upon existing services and programs.

From mental health care to job transition assistance to support for military families, our state wins by enabling and empowering our veterans.

MY GOAL IS TO ENSURE MAINE PROVIDES THE BEST OPPORTUNITIES POSSIBLE FOR OUR VETERANS AND THEIR FAMILIES. I BELIEVE HOW WE HONOR THOSE WHO SERVED US SAYS A LOT ABOUT THE NATURE OF OUR SOCIETY. AND MAINE CAN DO BETTER.

Maine must be prepared to meet the needs of the modern day veteran.

The silent cost of the Iraq and Afghanistan wars is estimated to surpass $4 trillion once long-term medical care and disability compensation for service members and veterans is factored in. Maine must be ready to support the men and women who have served in uniform as they return for conflict and not repeat mistakes made by our nation after past conflicts.

Our military members are volunteers who know and accept they may be sent into harms way to protect our freedoms. As a state, we must accept our inherent responsibility to ensure veterans are cared for when they return and that we work to help them be successful.

CREATING EFFICIENCY AND EFFECTIVENESS

Performing a head-to-toe assessment of Maine's Bureau of Veterans Services, and the entire Department of Defense, Veterans and Emergency Management

To make veteran services better, we will perform a head-to-toe assessment of Maine's Bureau of Veterans Services to identify the transformational changes necessary to ensure we are meeting the needs of veterans and military service members today.

As governor, I will demand efficient and effective government, and I not allow bureaucracy to stand in the way of progress. No veteran will be left behind because of a lack of information.

EVERY STATE DEPARTMENT UNDER MY LEADERSHIP WILL MAKE IDENTIFYING AND INFORMING VETERANS ABOUT AVAILABLE STATE AND FEDERAL LEVEL SERVICES A TOP PRIORITY.

Furthermore, I intend to shine a spotlight on four issues relating to care:

Mental Health. I believe that mental health issues are at the root of other problems affecting the veteran community, like homelessness and suicide. This is why mental health care for veterans should be a top priority. Ensuring that adequate programs and resources are available will enable those who served to get the care they need.

Rural Access. Having served in Congress for 12 years, I know the issues facing veterans who live in rural Maine. While in Washington, I fought to create a pilot program in Aroostook County called Project ARCH to get timely access to high-quality, specialized care for our veterans.[2] Our state needs to explore additional options so that those who live in rural areas – particularly our elder veterans – have easy and regular access to care.

Women Veteran Services. According to the Department of Veterans Affairs, women make up 8 percent of Maine's veteran population, a statistic that is directly in line with the national average.[3] As we look to transform Maine's Bureau of Veteran Services, women's issues must be at the forefront of the conversation.

Maximizing Federal Relationships. After 12 years in Washington, I know Maine can better coordinate with the U.S. Departments of Veterans Affairs and Labor to ensure we take full advantage of federally authorized funds for Maine's veterans. We need a governor who will strengthen, not undermine, relationships with the federal government to enhance our support for veterans.

By elevating these specific issues, we can begin to achieve gaals.

We can end veteran homelessness in the state of Maine. We can make childcare services accessible for single, oftentimes female, parents who have daylong appointments at VA healthcare facilities. And we can assist the Department of Veterans Affairs in eliminating backlog by providing adequate resources to Maine's Veteran Service Officers to enhance the number of Fully Developed Claims submitted.

FOCUSING ON REINTEGRATION

Ensuring men and women who served this country can easily translate their experience and new skills into employment and work at home.

Modernizing the Bureau of Veterans Services to meet the needs of today's veteran is only the beginning. Reintegration is paramount. After serving, these men and women return home with new talents, skills and ideas, and as a state, we need to make it easier to translate their experience and skills into jobs. To do so, we must focus on:

Information Access. Veterans cannot use programs and resources if they do not know they exist. As governor, the Bureau of Veterans Services will become a one-stop source for information, not only for state and federal programs, but also for Maine's many Veterans Service Organizations.

Community Integration. Our veterans deserve to feel at home in Maine. By building relationships with Veterans Service Organizations, other nonprofits, local businesses and communities, we can make the transition from military life to civilian life much easier. Strong community invalvement is the key to a successful transition.

Educatian. Education is critical in building a strong economy. It is also critical in getting veterans working. As governor, I want to ensure full GI Bill benefits are utilized and maximum federal and state level benefits are available. In addition, I will ensure that the education policies outlined in my MAINE MADE plan to break down barriers to higher education and job training are tailored to meet the needs of veterans.

Employment. Above all, getting veterans into careers must be our top priority. We must leverage the special skills, training and experience veterans receive in the military and expand their access to the Maine job market. This means resume writing courses, job fairs and other forms of vocational rehabilitation. Maine needs to continue building partnerships with local businesses, communities and Veterans Service Organization to improve transition assistance and employment service programs available to our veterans.

I've always felt a duty as a Mainer to honor and support those who've sacrificed for our freedom as Americans, as well the brave men and women who continue to serve in our armed services today. I will continue to uphold my commitment to Maine's veterans as governor. Their service to our country can never be forgotten.

[1] Bilmes, Linda J. "The Financial Legacy of Iraq and Afghanistan: How Wartime Spending Decisions Will Constrain Future National Security Budgets." HKS Faculty Research Working Paper Series RWP13-006, March 2013.

[2] Joe Lawler. (2014, June 12). Pilot program in Maine could be model to ease VA backlogs nationally. The Portland Press Herald. Retrieved from http://www.pressherald.com/

[3] Department of Veterans Affairs, Table 6L: VetPop2011, at http://www.va.gov/vetdata/

A CULTURAL VISION FOR MAINE

INTRODUCTION

No state development strategy can ignore the role of the cultural sector. The 2006 Brookings Report noted that:

"As the search for quality places grows in importance, Maine possesses a globally-known brand built on livable communities, stunning scenery and great recreational opportunities."[1]

Eight years later, this concept has never been more true, as cities like Portland and Bangor appear on more national lists of vibrant communities; as Maine's historic downtowns are being rediscovered and redeveloped; and as individual Maine cultural organizations and events grow in national stature.

ECONOMIC IMPACT:

New England's "creative economy" has been widely studied over the past decade, and this work continues today to document and better explore the significant economic impact of cultural work in Maine. Findings showed that eight percent of Maine's workforce are creative workers. It also showed that 75 percent of these workers had earned at least a bachelors degree and on average earned $49,000 annually.[2]

Tax-return-based research has confirmed that Maine is home to 3,262 arts-related businesses (from museums and performance organizations to advertising, photography film, design and similar businesses) that employ 10,667 people. The Creative Industries account for 3.9 percent of the total number of businesses located in Maine and 1.6 percent of the people they employ.[3]

The Maine Arts Commission has calculated the overall economic impact of arts and culture in Maine at a very conservative $313 million. That figure is itself an impressive one, but it fails to include the less-tangible indirect impact of "livability", which is among the central factors that businesses and individuals consider when deciding on relocation. Just as schools, tax rates, workforce availability and municipal services play a role in site selection, the presence of cultural amenities and overall quality of life considerations for employees are equally essential.

Aside from the funding challenges, Maine is fortunate to have a structure in place to facilitate coordination of cultural services.

THE MAINE CULTURAL AFFAIRS COUNCIL

The Maine Cultural Affairs Council (CAC) is state government's cultural planning and coordination resource. It was created in 1991 when four state agencies – The Maine Historic Preservation Commission, Maine State Library, Maine Arts Commission, and Maine State Museum, were separated from the Maine Department of Education. Its mandate was to coordinate budget requests, provide a forum for interagency planning, and be a formal liaison for interactions with other state agencies. Over time, the Maine Humanities Council, Maine Historical Society, and Maine State Archives joined the CAC.

Currently the Cultural Affairs Council meets on a quarterly basis, though it has neither staff nor a significant line in the state budget.

A CULTURAL VISION FOR MAINE

MOVING FORWARD

Like its forests, rivers and other natural assets, Maine's cultural resources are among the central elements that define our state. Our art, architecture, museums, public libraries and historical collections uniquely identify Maine, not just within the United States, but in the world.

State government policy, while one of many factors in the health of our cultural and heritage assets, can play an important role in fostering and promoting these resources. Cultural resources, in turn, will benefit state efforts in economic, educational, and community development.

EMBRACE – Maine needs to fully embrace a strong and dynamic cultural vision for the 21st Century by leveraging our creative talent and cultural assets to spur economic growth and community development.

INTEGRATE – Maine needs to integrate our cultural economy into economic and community development efforts. The cultural sector is a critical contributor to Maine's economy because it creates jobs, strengthens the tax base, and makes our communities better places in which to live and work.

INNOVATION – The cultural sector has an increasingly important role in a new economy that is characterized by technology and creativity. In addition to other educational assets, we must maintain engines of innovation like strong public libraries and arts education in our schools.

VALUE – Maine's distinct sense of history and place is our value in the marketplace! Quality of place influences business development and expansion decisions, inspires downtown revitalization and historic preservation, builds community identity, promotes diversity and stimulates the growth of creative enterprise. Poor health makes it harder for children to learn and develop and for adults to work and be fully engaged in their families and communities.

ACTIONS

A. Provide framework and coordination that will assist communities in stewardship of their cultural infrastructure;
B. Support funding for arts in education;
C. Create an inclusive environment that inspires dialogue between government and the cultural community drawing on both the Cultural Affairs Council and leaders of Maine's cultural organizations;
D. Rebuild and support Maine's state cultural agencies;
E. Integrate my Cultural Vision plan with my MAINE MADE business and investment plan – particularly sections on tourism and the "Maine Brand";
F. Leverage public and private funding to support Maine's cultural sector.

LOOKING TOWARD 2020

In 2020, just six short years from today, Maine will celebrate its bicentennial of statehood. What better way to mark that important anniversary than to launch a renewed focus on our cultural resources – those things that make Maine different from every other state. Through the Bicentennial, we can individually and collectively celebrate our past, examine our present, and set a strong course for our future. When we think about Maine's economy and how to make it grow, the conversation must start with our people. People are the engines of the economy, whether they're small business owners, innovators and entrepreneurs, or precision manufacturers.

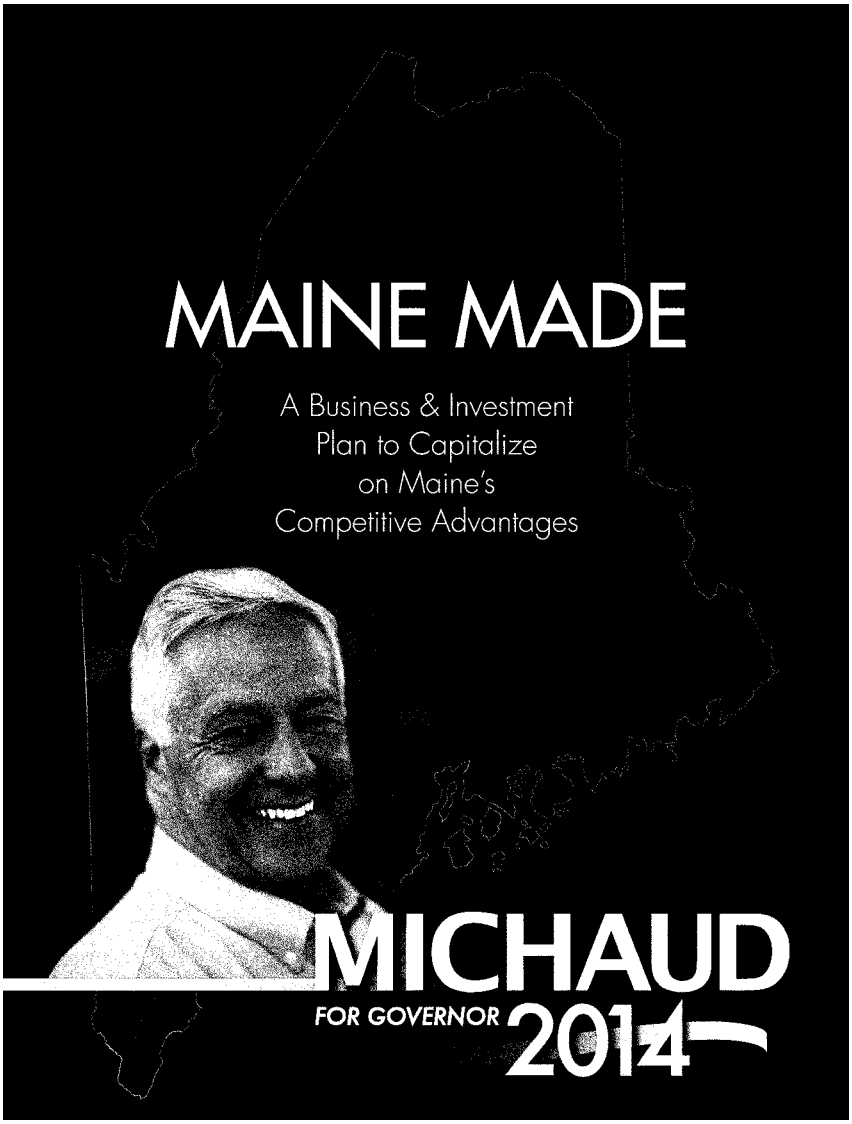
END NOTES:

[1] "Charting Maine's Future, An Action Plan for promoting sustainable prosperity and Quality Places" Washington, Brookings Institution, 2006. P.6, http://www.brookings.edu/~/media/research/files/reports/2006/10/cities/maine
[2] http://mainearts.maine.gov/Pages/General/Maines-Creative-Economy
[3] http://aftadc.brinkster.net/Maine/Maine.pdf

[1] "Charting Maine's Future, An Action Plan for promoting sustainable prosperity and Quality Places" Washington, Brookings Institution, 2006. P.6, http://www.brookings.edu/~/media/research/files/reports/2006/10/cities/maine

[2] http://mainearts.maine.gov/Pages/General/Maines-Creative-Economy

[3] http://aftadc.brinkster.net/Maine/Maine.pdf


MAINE MADE
A Business & Investment
Plan to Capitalize
on Maine's
Competitive Advantages
MICHAUD
FOR GOVERNOR
2014

A NOTE FROM MIKE

I would like to begin a conversation about the best way to revitalize Maine's economy and to put our state back on the right track. A conversation about building an economy in Maine that works for everyone, not just the wealthiest among us, that turns around our dismal private-sector job growth and that creates new opportunities to strengthen the middle class.

The ideas outlined in the pages below stem from hundreds of conversations across the state, and would not have been possible without the many concerned citizens who took the time to develop and share their ideas for moving Maine forward. I would never claim to have all the answers, but I believe that by listening to one another and working together we can overcome any challenge that Maine faces.

MAINE MADE is a business and investment plan to create jobs in the state, but it is by no means the only question of public policy my campaign will address. From reducing the cost of health care and eradicating homelessness to making government more stable and accountable, from honoring our commitment to Maine veterans to upgrading our schools and classrooms, from fair taxation and fighting poverty to protecting our environment and fighting climate change, we will have much to discuss over the course of the 2014 election.

Throughout my campaign as I tour the state and talk to Mainers in the months ahead, I plan to continue the conversation while outlining my vision for how we address our challenges and capitalize on our unique opportunities an issues that matter to all Maine families. But we need to start the conversation somewhere, and it starts with a promise to invest in Maine's future.

Thank you for your interest, and I look forward to an ongoing conversation with the people of Maine about how we can move our state forward.

Sincerely,

Mike

Mike Michaud

EXECUTIVE SUMMARY

Imagine a strong Maine economy where *Maine's* ***small businesses*** *thrive and create new jobs; Maine's* ***workers*** *are ready to take advantage of new opportunities; and a trifecta of home-grown industries –* ***food, tourism*** *and* ***energy*** *– are driving prosperity throughout the state.*

MAINE MADE is a business and investment plan to achieve those outcomes.

It calls on leaders from all sectors of Maine's economy to join together in support of policies and programs that will bring new opportunities and new prosperity to all regions of the state. It will require us to be **ambitious** in our goals, **focused** in our investments and **disciplined** in our follow-through.

MAINE MADE is based on a critical assessment of Maine's current economic opportunities. It draws on programs that are already showing promise in our state, it is informed by Maine's history, but it is decidedly forward-looking.

Maine people have always prospered when they have leveraged the state's unique competitive advantages to capitalize on the market opportunities of their day. These advantages have changed over time – first farmland and deep-water ports, rivers for hydropower, forests for papermaking – but the formula for economic success has remained the same.

To succeed in today's economy, we must identify Maine's new ***competitive advantages*** *and empower our* ***businesses*** *and* ***workforce*** *to* ***capitalize*** *on those advantages.*

MAINE MADE is focused on six areas where Maine is attracting – or could attract – significant investments to our state to out-compete other states: **Small businesses, talented workers, farms and fisheries, tourism, renewable energy and a stronger sense of community.** For each area, **MAINE MADE** includes ideas that, if implemented, could transform the Maine economy into a growing, vibrant place with good-paying jobs for Maine people.

No one person has all the answers or can find the best path forward for our state alone. This plan is informed by hundreds of one-on-one conversations, meetings and independent research, and it is the starting point for a conversation on how to get Maine back on the right track. **MAINE MADE** is the beginning, not the end, of a dialogue I look forward to having with the people of Maine about our shared values, our strengths and the kind of home we want to create for future generations.

1. BUSINESSES – THE "SMALL" ADVANTAGE

In today's global marketplace, Maine has thousands of ambitious, versatile small businesses that can grow and add new jobs by tapping into the vast customer markets – tens of millions of people within a day's drive – just beyond our borders.

STRATEGY: Exponentially grow our business sector by connecting small businesses to new markets outside of Maine and guaranteeing the critical public investments they need to compete in those markets

- Build the Maine Domestic Trade Center
- Guarantee 10 years of pro-business public infrastructure investments through a "Compact with Small Businesses"

2. WORKERS – THE "SKILL" ADVANTAGE

Today's best job opportunities increasingly require post-secondary education, especially four-year degrees. Maine has made huge progress toward increasing college attainment in the last decade; enrollment in the Maine Community College System has grown 83 percent. Building on that growth at the bachelor's degree level, and pairing it with Maine's reputation for hard work, will position Maine workers to excel in the new economy.

STRATEGY: Dramatically increase the number of college graduates in Maine by reducing the cost of a four-year degree, accelerating the process for completing two-year community college programs and strengthening college preparation, starting at pre-kindergarten

- Make sophomore year of college free at Maine's universities
- Create a tuition guarantee at Maine's public colleges and universities for incoming students
- Establish the Maine Accelerated Learning Grant to promote year-round learning at community colleges
- Create a Maine Peer-to-Peer Mentoring Program for public school teachers
- Provide universal public Pre-K programs
- Revitalize the Governor's Training Initiative

3. FARMS AND FISHERIES – THE "LOCAL" ADVANTAGE

Millions of consumers and restaurateurs are gaining an appetite for fresh food from local and small-scale producers. To capitalize on this demand, Maine now has more farmers, more farmland and more farm products than we had a generation ago. We also have a globally renowned seafood industry dominated by small processors and independent fishermen.

STRATEGY: Make Maine the "food basket" of New England by expanding our capacity to grow, harvest, process and export food and food products

- Build a network of privately financed food hubs to connect local farms to consumers in Maine and beyond
- Create the Maine Institutional Buying Program and double the value of locally grown food purchased by Maine schools and governments and partner with Maine's food pantries to increase access to quality, fresh products and develop a new market for Maine farmers
- Lock-in Maine's food-industry competitive advantage by conserving our farmland and working waterfronts

4. TOURISM: THE "MAINE BRAND" ADVANTAGE

National and international forecasts show that tourism will remain a reliable driver of Maine's economy for decades. We have a unique opportunity to leverage our status and history as a world-class destination and our "Maine Brand," to market products to visitors from around the globe.

It's not enough to simply work to attract more people to Maine or to set arbitrary goals for increased visitation that are unsupported by our current tourism infrastructure. Instead, Maine should capitalize on the state's brand to support a broader range of products and services.

STRATEGY: *Turn every visitor into a lifelong consumer of Maine products, thereby gaining an economic benefit from their visit long after they leave*

- Build a national market for high-quality Maine products by directly marketing to visitors after they have returned home
- Start a Maine Tourism Training Initiative to create a cadre of world-class tourism professionals
- Create the Maine Tourism Leaders Program to help exceptional tourism businesses attract higher-spending visitors
- Lock-in Maine's tourism competitive advantage by conserving our natural and scenic assets

5. ENERGY: THE "RENEWABLE" ADVANTAGE

Rising energy costs and environmental concerns have increased demand for clean, renewable energy alternatives. Maine has a unique array of energy options, including wind, tidal, hydro and solar, and can become a national leader in renewable energy production and energy efficiency.

STRATEGY: *Catalyze a sustained investment in renewable energy production and efficiency, equivalent to building a new power plant*

- Create the Maine Solar Power Initiative to increase the number of solar-equipped buildings
- Require energy ratings for all new home construction, empowering homebuyers and spurring private-sector investment in energy efficiency
- Build a private-sector-led Maine Ocean Energy Center of Excellence to cement Maine's place as the leader in off-shore renewable energy production
- Create the Municipal Energy Leadership Initiative to reward pro-active municipal energy policies
- Support Regional Efforts to Expand Access to Natural Gas and Protect Investment in Renewables

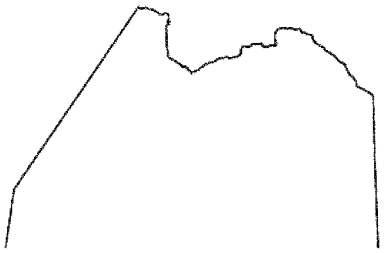
6. GOOD NEIGHBORS: THE "COMMUNITY" ADVANTAGE

Mainers stand up for one another. Our communities are strong because we share a pride in the place we live and a commitment to our neighbors. We see it every day, in matters big and small, when neighbors help neighbors through the calamities of life.

We need public policies that take that same approach, that recognize Maine workers are known for their strong work ethic, adaptability and dependability, but also recognize that wages haven't kept up. Even the hardest working middle-class and low-income families have fallen behind as wages have stagnated and the cost of health care has increased. Too many people are working two or even three jobs and aren't able to afford the basics. They are working more and making less. We need policies that support working families and that grow the middle class.

STRATEGY: Support Maine working families, expand access to health care

- Increase Maine's minimum wage
- Expand access to health care to nearly 70,000 Maine families
- Make Maine's Earned Income Tax Credit refundable, which will put more money in the hands of working families and help grow the middle class



MAINE MADE is an ambitious, comprehensive business and investment plan for Maine that calls for a dramatic rethinking of our approach to economic development. Rather than trying to compensate for areas of inherent disadvantage, it focuses on our unique, marketable competitive advantages, of which we have many. By empowering Maine businesses and workers to capitalize on those assets, **MAINE MADE** puts our state on a path toward sustainable, long-term prosperity that will benefit all Maine residents.

MAINE MADE

A Business & Investment Plan to Capitalize on Maine's Competitive Advantages

Maine people deserve
to know their leaders have a plan
to grow our economy and create jobs.

Maine businesses deserve
an economic development strategy that is just as
ambitious, focused and disciplined as they are.

Maine workers deserve an economy
that works for everyone, an education system
that provides students with the tools for success and a leader
with a vision that puts working families first.

MAINE MADE helps to achieve those outcomes.

INTRODUCTION

Maine has always thrived when strong businesses, powered by talented workers, have capitalized on the market opportunities of their day by leveraging the state's competitive advantages.

In the 1800s, shipbuilders and seamen capitalized on Maine's vast timber supplies and deepwater ports to dominate the Age of Sail. Inland, investors built mills along Maine's rivers, leveraging hydropower and a ready workforce to supply textiles and leather goods to a growing nation. In the North Woods, the forest products industry combined new technology and a plentiful supply of wood to become the world's leading papermakers.

THE WORLD AROUND US HAS CHANGED BUT THE **FORMULA FOR ECONOMIC SUCCESS** REMAINS THE SAME. WE MUST IDENTIFY MAINE'S NEW COMPETITIVE ADVANTAGES AND EMPOWER OUR BUSINESSES AND WORKFORCE TO TURN THEM INTO ECONOMIC OPPORTUNITY.

Maine people deserve to know how Maine can excel in today's global economy.

- What are the new market opportunities on which we can capitalize?
- How will we ensure that every Mainer has the opportunity to benefit from them?
- How will we avoid a "Race to the Bottom" and instead make Maine a place of expanding opportunity that's attractive to businesses and families?

A healthy, growing economy is built upon people and the businesses they build. Maine workers and businesses deserve to know how the public sector will support their efforts.

- How will we help businesses grow and create new jobs?
- How will we help workers get the skills they need for stable, good-paying careers?
- What public investments will we make to support their hard work and innovation?

MAINE MADE is a business and investment plan that answers those critical questions and charts a course toward a strong, prosperous state. **MAINE MADE** focuses on two enduring pillars of our economy – **workers and small businesses** – and our three industries with the greatest untapped competitive advantages in today's economy – *food, tourism and energy. And it brings a new commitment to fostering innovation and entrepreneurship, a focus on research and development, and a plan to provide increased access to higher education.*

MAINE MADE IS A BUSINESS AND INVESTMENT PLAN THAT WILL GIVE MAINE'S **BUSINESSES** AND **WORKFORCE** THE TOOLS TO EXCEL IN TODAY'S ECONOMY.

This plan is achievable. It is built on the best, proven strategies that have already shown success in Maine. It is detailed. It moves beyond general recommendations to specific policies and programs. It is fiscally responsible. It couples strategic public investments with innovative private sector resources. And, it is grounded in a clear understanding of Maine's past successes and future opportunities.

1. BUSINESSES: THE "SMALL" ADVANTAGE

IMAGINE A STRONG MAINE ECONOMY WHERE...

Small businesses are expanding into new markets, creating new jobs, hiring from an exceptionally talented Maine workforce, and benefiting from public investments that lower their costs.

Today's businesses operate in a global marketplace where a quick Internet search can connect customers to a limitless selection of goods and services from around the world. Most businesses can no longer rely on being the preferred choice of local residents. This can be a challenge, but it is also an opportunity. In this global marketplace, businesses in one state are increasingly "exporting" their products to consumers in another.

Maine companies can succeed in this environment. From Maine Mutual Group in Presque Isle, to Stonewall Kitchen in York, to Hancock Lumber in Casco, some companies have enjoyed dramatic success by exporting products as diverse as insurance, jam and Eastern white pine to customers outside of Maine.

Maine's Competitive Advantage: Small Businesses

Maine has several advantages in this new, highly competitive marketplace. We have a globally recognized brand that consumers identify with quality and craftsmanship; we have a diverse economy that isn't overly reliant on one volatile sector, like finance or high-tech; we are located near major northeastern population centers, and we have three deepwater ports that can serve both imports and exports; and perhaps our greatest potential asset is the huge number of ambitious small businesses that can grow and create more jobs, if they tap into the millions of potential customers beyond our borders.

"Maine's self-employed, one-person businesses consistently make up a larger share of Maine's establishments, employment and sales than in the nation as a whole, while businesses with more than 500 employees consistently account for a smaller share of Maine's employment and sales than in the nation as a whole."

Nearly 45,000 Maine businesses have fewer than 50 employees – that's 97 percent of all businesses – and they employ the majority of Maine workers. Each of these establishments represents the dreams and hard work of at least one Maine entrepreneur, and each has the potential to grow into a larger business. Today's largest employers – from L.L. Bean to IDEXX – all began as small businesses and grew by selling their products not only to Maine residents, but also to millions of customers outside of the state.

The challenge today is to help our small businesses grow. From 2002 to 2012, Maine ranked 29th in the nation in business starts, but 46th in the nation in business expansions. Over the last 10 years, employment at businesses with 2-9 employees grew by 21 percent in Maine, compared with 38 percent nationally, and sales grew by 2.4 percent in Maine compared to 12.6 percent nationally. *If Maine were to simply close the gap with the U.S. in job growth for companies with 2-9 employees (currently 185,000 employees), we would add 31,000 more jobs over the next 10 years.*[1]

GOAL: Double the value of small business exports.

STRATEGY: Grow our business sector by connecting small businesses to new markets outside of Maine and guaranteeing the critical public investments they need to compete in those markets.

To date, most of our business development strategies have been limited to lowering costs, from tax refunds to cheaper access to credit. Those are important tools, but small businesses need more. To grow, they need more customers and a stable business environment where they can rely on the critical public investments that will support their long-term growth.

BUILD THE MAINE DOMESTIC TRADE CENTER

Maine currently has about 9,600 export-oriented businesses (both domestic and international) employing 91,000 Mainers and generating $11.4 billion in sales.[iii] Many small businesses have grown by increasing their exports to places inside the United States, but they have done so in isolation, sometimes aided only by chance or luck. There are very few resources for businesses seeking customers in other states. There are organizations that help people start businesses, acquire financing and even offer technical advice, but there is no place for domestic export assistance; it is a gap in Maine's arsenal of business support services.

Maine ranked 41st in the nation in the growth of export-oriented business establishments (domestic and international) during the past 10 years (6.9 percent growth over 10 years). Maine ranked third from the bottom in the growth in employment at export-oriented businesses and we ranked last in the growth in sales at export-oriented businesses.[iv]

MAINE MADE proposes a **Maine Domestic Trade Center**, modeled on the successful Maine International Trade Center (MITC), to help businesses export their goods and services to other states. For nearly two decades, MITC has helped Maine businesses find customers overseas through market research, trade missions and training. Last year, MITC responded to more than 1,400 requests for assistance from Maine businesses.[v]

"Growing Maine's Creative Economy is at the heart of many economic development strategies. Eight percent of Maine's workers are in the Creative Economy, spanning a variety of industries – from traditional sectors like wood products to computer scientists to arts and crafts. The Creative Economy is an economic driver today, and will be at the leading edge of growth tomorrow. The Domestic Trade Center will help Creative Economy businesses – both those that make products and those that sell services – grow through more exports and access to new markets."

The Maine Domestic Trade Center will apply MITC's successful model to domestic trade and help Maine's ambitious small businesses innovate, grow and create new jobs. The center will be accessible to businesses of all sizes, but tailor its offerings to the unique opportunities and challenges of smaller establishments. MITC will house the new Maine Domestic Trade Center and provide administrative support and overhead within its existing resources while also collaborating with the U.S. Department of Commerce to help Maine businesses capitalize on federal funding opportunities.

If Maine's domestic trade center helped add 125 export-oriented businesses per year to Maine's economy during the next 10 years (that's double the annual growth over the past 10 years), and those businesses employed as many employees and brought in as much sales as Maine's existing export businesses, it would add more than $2.6 billion in new money to Maine's economy and more than 34,000 new jobs during the 10-year period.

ESTIMATED COST: *$200,000 annually (salaries only; housed within MITC)*

GUARANTEE 10 YEARS OF PRO-BUSINESS PUBLIC INFRASTRUCTURE INVESTMENTS THROUGH A "COMPACT WITH SMALL BUSINESSES"

Access to new markets is only part of what Maine's small businesses need to succeed. They must also be able to compete in those markets. MAINE MADE calls for a 10-year "Compact with Small Businesses" to increase state investments in areas critical to the long-term success of Maine's small businesses, and to guarantee adequate funding for those investments. No more annual bickering about bonds. No more chronic under-funding of public investments with Maine towns and small businesses left to foot the bill.

Companies doing business in Maine deserve predictability, and they should know that the state has a long-term commitment to investments to help the economy grow that is based on a coherent strategy, not the political whims of the day. The Compact will be developed in conjunction with a board of business, municipal, community, education and labor leaders with the experience to make sure investments are targeted, strategic and sufficient. And it will use innovative finance models to leverage private sector money, including loan guarantees and other techniques, to give confidence to traditional banks and equity investors to invest in Maine companies.

The Compact will channel investments to areas with the greatest potential to strengthen Maine's critical competitive advantages, and businesses' ability to capitalize on them. At the core of the Compact with Small Businesses is a $100 million annual investment in Maine's economy, sustained over 10 years. This level of bonding has precedent – during the past 13 years Maine has averaged just under $100 million each year, (roughly $93 million). It is fiscally responsible: according to best practices, the optimal level of debt service is 5 percent of state revenues; Maine is currently at just 3.5 percent. And it is surprisingly affordable: compared to current debt-service levels, a $100 million annual investment will cost the state's General Fund just an additional $9.2 million over the first two years. Then, because previous existing payments on bonds are set to expire, debt service will actually decline by $3.5 million over the next two years. Assuming a 4 percent interest rate, the cost to the state's General Fund will increase an average of $1.3 million per year for 10 years, or $13 million total over the full 10 years. ***That's less than the average annual increase over the past 10 years.*** But the difference this time is the Campact with Small Businesses is a coordinated strategy with a vision, and planned and overseen by a board of the state's leading experts.

Our goal is to take a professional and predictable approach toward investments and avoid the political give-and-take that undermines effectiveness. Econometric models suggest that a public-private investment of $100 million per year will result in 1,500 – 2,000 jobs annually, or 15,000 – 20,000 jobs over 10 years.

Focus areas will include:

- ***Small Business Development and Commercialization Grant Program:*** Many small Maine businesses are at a disadvantage to their competitors in other states because Maine lacks funding for research and development (R&D). Maine ranks 45th in R&D spending in the nation.[xi] The Department of Economic and Community Development reports that for every $1 that the state of Maine grants to private industry for research development, private industry spends an additional $10 from other sources.[xii] This competitive grant program will direct public resources toward products that are within one year of commercialization and closest to generating new jobs.
- ***Energy Efficiency and Weatherization Fund:*** Energy is a significant cost for many small businesses, and it impacts their ability to price their products competitively. To lower those costs, this fund will subsidize cost-effective commercial and residential energy efficiency investments, and support the development of new, marketable products by firms specializing in energy efficiency including those with the capacity to make insulation and weatherization materials and facilities in Maine. It will also fund an expanded weatherization initiative and help residences and businesses convert to alternative heating systems so Maine can reduce its reliance on oil. Energy efficiency works: A recent study showed that for every $1 million spent on energy efficiency, 75 jobs are created.[xiii] And the Efficiency Maine programs set up by the American Recovery and Reinvestment Act of 2009 showed a benefit-cost ratio of 8 to 1 (3,650 homes were weatherized).[xiv]

- ***Infrastructure Fund (Transportation, Energy and Broadband):*** Small businesses and their employees pay millions of dollars each year in avoidable costs due to poor roads and bridges. A recent infrastructure report card gave Maine a D+.[x] In some areas, they also lose countless hours, and potential sales, due to poor communication infrastructure. As Maine's Broadband Task Force found, expansion of broadband can help business to grow, create jobs and reach new customers, yet 59 percent of Maine businesses don't even have a website. This fund will ensure that businesses' most basic infrastructure needs are met. The Infrastructure Fund will be used to improve our roads, bridges and ports; expand high-speed broadband and fiber optics throughout the state; and expand east-west rail, connecting Eastport to important markets. The benefit of having the state own the proposed east-west rail line is two-fold: first, the bulk of the cost could be covered by having the Maine National Guard build the project as a training exercise[xi], and second, it would allow the state to ensure optimal performance and reliability standards, similar to the way the Maine Northern Railway line from Millinocket to Madawaska is operated now.
- ***"Aging-in-Place" Competitive Grant Program:*** Maine is on the leading edge of a national trend. We're the nation's oldest state and our businesses will be among the first to face the challenges of an aging workforce and customer base. These grants will help communities and businesses adapt their infrastructure to the needs of seniors, ensuring that Maine continues to attract workers, investors, entrepreneurs and new residents of all ages.
- ***Maine Competitive Advantage Fund:*** Other sections of this plan will explain how Maine's unique competitive advantages include physical assets – our scenic landscapes, fertile farmland, working waterfronts and ports, waterfront development and historic downtowns. This fund will preserve Maine's most important natural assets and ensure that they remain accessible to visitors and residents alike.
- ***"Maine of Tomorrow" Micro-Business Fund:*** What innovative new industries will drive the Maine economy of tomorrow? The Maine of Tomorrow Fund will be a dedicated investment fund to help Maine's entrepreneurs and small businesses develop new and exciting ideas, and ensure that Maine's economy is at the leading edge of innovation. There are exciting things happening in Maine today that will drive economic growth in the future. Consider one of Maine's oldest industries, forest products. Our forests can be used to create torrefied wood for heating, biofuel for energy, paper for the fashion and printing industries, and composite materials for construction. There are other industries like biotechnology and cyber security that are poised to grow. The Maine of Tomorrow Fund will coordinate with the Maine Technology Institute and the Small Enterprise Growth Fund to provide support for entrepreneurs and small businesses to develop Maine's Next-Big-Thing.

ESTIMATED COST: Approximately $1.3 million annually in additional costs to state's General Fund, compared to current debt-service payments.

SMALL ADVANTAGE OUTCOMES:

MAINE MADE'S business development strategy is a smart, focused plan that will empower Maine businesses to capitalize on today's greatest economic opportunities. It moves beyond incremental changes to their cost structure and tackles the biggest drivers of revenues (sales) and expenses (labor, which will be discussed in the following section). **MAINE MADE** will:

- Help hundreds of small Maine businesses find new customers, increase sales and create thousands of new jobs;
- Create a stable, predictable investment climate for small businesses looking to expand or relocate to Maine;
- Increase R&D funding to help businesses innovate and create new products while attracting additional investment in industries like pharmaceutical research and electronic healthcare delivery and tele-medicine;
- Reduce business costs through transportation, communication and energy investments;
- Secure Maine's unique competitive advantages so Maine businesses can continue capitalizing on them well into the future; and
- Invest in Maine's innovative businesses that are building the Maine economy of tomorrow.

2. WORKERS: THE "SKILL" ADVANTAGE

IMAGINE A STRONG MAINE ECONOMY WHERE...

Maine people are exceptionally well-educated, with the knowledge, skills and credentials for security in today's economy, and the talent to help businesses grow.

If business development is the vehicle of Maine's economic growth, then workforce development is the fuel. After all, the success of every business is ultimately a result of the ideas, skills and hard work of the people who make it run. Years ago, a state's economic destiny was largely dependent on its natural resources and its ability to grow, catch, mine or manufacture goods. Today, states increasingly benefit from their human resources: having creative, well-educated residents to start and expand businesses that offer a vast array of goods and services.

Maine employers need workers with the skills to help them compete in new, fast-growing industries, and Maine people need the tools to succeed in a world where the best employment and business opportunities increasingly require education beyond a high school diploma. From 2010 to 2020, the number of Maine jobs requiring post-secondary education will grow at nearly twice the rate of other jobs.[xiii] Forty-four percent of all net jobs created by 2020 will require some sort of post-secondary certification or degree. Twenty-three percent will require a bachelor's degree or greater.[xiv]

To grow Maine's economy, we need more people with college degrees. Over their lifetimes, college-degree holders in Maine – be they from four-year institutions, community colleges or institutions like Maine Maritime Academy – will earn 95 percent more than non-degree holders and experience much less unemployment.[xv] If we brought the percentage of Maine's 25-and-older population that has associate's degrees or higher (37.1 percent) up to the average of the other five New England states (44.1 percent), we could expect to see an increase in per capita income of 18 percent, or $4,800.[xvi]

Maine's Competitive Advantage: Maine has made huge progress toward increasing college attainment in the last decade; enrollment in the Maine Community College System has grown fully 83 percent, and Maine now has a slightly higher percentage of people with associates degrees compared to other states.[xvii] Building on that growth at the bachelor's degree level, and pairing it with Maine's reputation for hard work and entrepreneurship will position Maine workers to excel in the new economy.

In addition, innovative programs such as the Bring College to ME and the Maine Quality Centers, both developed by the Community College System, help to expand access to higher education. These programs should be supported as economic development tools, particularly in rural communities.

GOAL: Increase the number of four-year college graduates Maine produces annually.
STRATEGY: Dramatically increase the number of college graduates in Maine by reducing the cost of a four-year degree by 25 percent, accelerating the process for completing two-year community college programs and strengthening college preparation, starting at the pre-kindergarten level.

MAKE SOPHOMORE YEAR OF COLLEGE FREE

Research shows that the overwhelming majority of students who drop out of college do so after their first year of college, and often for financial reasons. In Maine, the percentage of students who graduate from our public universities within six years is 49 percent, compared to 56 percent nationally.[xviii] At the University of Maine system, one-third of first-year students don't continue on to their sophomore year. There are many reasons students don't start or finish college, but affordability is a major obstacle. Forty-eight percent of adults age 18-34 who do not have a four-year degree and are not enrolled in school stopped their education because they "can't afford school." Nationally, 60 percent of dropouts had no financial help from family, compared to just 40 percent of those who graduated. Seventy percent of drop outs had no scholarships, compared to just 40 percent of graduates. Fifty percent of dropouts had incomes lower than $35,000, compared to just 25 percent of graduates.[xxiii]

As state funding has been flat or declining in real terms for more than a decade, the University of Maine system has increasingly relied on tuition to make up the gap. Whereas tuition accounted for $39.1M, or 37 percent, of the UMS budget in 1999, it accounted for $119 million, or approximately 60 percent, of the UMS budget in 2012. Meanwhile, median household income in Maine is no higher than it was in the late 1990s.

Financial aid is critical to keeping students in college. Encouraging Maine students through their second year of college will dramatically increase the number of Maine students completing their degrees. It will also encourage adult students to return to the classroom. (More than 200,000 Maine residents have some college experience but no degree.[xx]) In fact, if Maine just increased its "bachelor's in six" graduation rate to the US average, it would result in an additional 250-500 bachelor's degrees awarded per year, a 3 percent increase. "Sophomore Year Free" will provide a one-year full-tuition scholarship for all Maine residents with one year's worth of college credits who enroll full-time within the University of Maine System and remain in good academic standing. Since research also shows that financial aid is not the only reason people drop out of school, the program will provide specialized support services, including counseling, mentoring and internships to keep students engaged and excited about what a college degree will mean to them.

ESTIMATED COST: $15.1 million annually. The cost estimate represents the amount the state would pay to fill unmet tuition and fees costs. For example, the state scholarship would not supplant other scholarships, but would replace student loan costs. Average tuition and fees for 2013 in the University of Maine System were $9,022. On average, the family contribution covers 37 percent of tuition and fees and loans cover 19 percent. In 2013, there were about 3,000 first-time, degree-seeking in-state students in the system.

NOTE: Public investments in high education have been proven to generate a quantifiable return over the long run. College degree holders utilize fewer public assistance programs and contribute significantly more in tax revenue over their lifetimes than non-degree holders.xx Therefore, this program will have a positive fiscal impact on Maine's state government over the long run..

CREATE A TUITION GUARANTEE AT ALL OF MAINE'S PUBLIC COLLEGES AND UNIVERSITIES

MAINE MADE will guarantee tuition for four years for all Maine residents who enroll at one of our public colleges or universities, and for two years at our public community colleges. For example, an incoming freshman at the University of Southern Maine (USM) this fall would be guaranteed that his or her annual tuition bill will not exceed $253 per credit hour for the four years of study. He or she should be able to predict their tuition expenses (including a full scholarship for sophomore year). The tuition guarantee in this way will provide predictability to students and their families and encourage students to finish their degree quickly. A tuition guarantee is primarily a plan to help more students graduate college, but there are other economic benefits, namely, a sharp decrease in the student loan debt. Nationwide, student debt tripled from 2004 to 2012. During the Great Recession, student debt was the only type of household debt to rise, and its growth rate has far outstripped other types of non-mortgage household debt like credit cards, auto loans and home equity loans. It's now the largest single component of non-mortgage household debt.[xx] The average University of Maine student graduated with $30,000 in debt in 2011. The average student debt statewide for public four-year and private, nonprofit four-year institutions was $26,000.[xxi]

ESTIMATED COST: *Absorbed by system efficiencies and additional revenue from increased enrollment. Successful implementation also depends on steady and predictable state-level support for the university and community college systems.*

ESTABLISH THE MAINE ACCELERATED LEARNING GRANT TO PROMOTE YEAR-ROUND LEARNING

Since 2003, Maine's community colleges have grown by 80 percent and the system offers the lowest tuition in New England. Nonetheless, more than 80 percent of full-time students receive financial aid. Due to current federal financial aid design, most students cannot continue their education during the summer months. With the average student age 27 years old, increasing access to summer classes would eliminate significant barriers to student success: It would reduce the amount of time to complete a degree or transfer to a four-year program and it would eliminate the dropout rate that occurs during long breaks. The grant would help to better utilize existing community colleges resources by increasing use during the summer months. In addition, the nature of the grant program would allow the state and community college system to seek private philanthropic support to increase the impact of the grants.

ESTIMATED COST: $1 million, or the equivalent of $250,000 per year, would provide the resources to serve between 450-500 students a year for four years, or an estimated 2,000 students. The Accelerated Learning Grant would reduce barriers to students' success by decreasing the amount of time required for program completion and it would also reduce the cost of higher education by providing direct support to financial-aid eligible community college students. In addition, the program will help to reduce student debt and better utilize existing community college buildings and equipment, allowing the system to serve more students.

CREATE A MAINE PEER-TO-PEER MENTORING PROGRAM FOR MAINE PUBLIC SCHOOL TEACHERS

Helping students succeed in college requires more than just financial assistance; they must have the knowledge and skills to earn a degree. Their preparation starts long before they enter college; in elementary, middle and high school, where Maine teachers are the key to students' success. Great teachers can make the difference in the success of students. MAINE MADE will recognize, reward and certify Maine's best educators through a Peer-to-Peer Mentoring Program undertaken in coordination with educational leaders. Modeled on other successful master teachers programs (for example, see the New York State Master Teachers Program), this four-year program will provide peer mentoring and professional development to Maine public school teachers throughout the state. Participants will receive a $5,000 annual stipend and become certified peer-to-peer mentors. **MAINE MADE** is structured to develop the ability of our teachers, to strengthen leadership tracks and to provide eminently relevant professional development, by teachers, for teachers.

ESTIMATED COST: *$500,000 initially (100 teachers per year), increasing to $1.5 million annually (300 teachers per year).*

PROVIDE UNIVERSAL PUBLIC PRE-K PROGRAMS

MAINE MADE proposes a renewed commitment to early childhood programs to ensure that all Maine children have the opportunity for success in school and life. Research shows that helping students graduate from college starts before they even reach kindergarten. Early childhood education has an enormous impact on children's later success in school and has significant positive long-term economic and fiscal benefits, particularly for students from low-income families. There is a misconception that Maine can't afford the cost of a universal pre-kindergarten program, but this is false. A recent study by the University of Maine shows that investing in high-quality early childhood education, particularly for low-income families, pays for itself. Researchers found that the availability of an early childhood program allows parents to work more and pay more taxes, and it saves money on special education. Longer term, adults who had access to pre-K as children make more money, pay more taxes and are less likely to need social assistance. In fact, the costs for a pre-K program focused on low-income families is fully recovered by age 14, and the total fiscal benefit to the state for participation is almost five times greater than the cost per individual.[xxiii]

Maine's current education funding formula reimburses towns for pre-K programs, but there is a one-year lag in payment. Many towns have not started a program because the upfront costs for the first year are insurmountable. A $1 million grant program will help to eliminate this first-year hurdle and ensure that more Maine students are prepared to succeed in later schooling. The funds will be dispersed by the Department of Education and districts with the highest number of students receiving free or reduced lunch will be given first priority. The grant would also require a school district to operate a pre-K program for at least five years.

ESTIMATED COST: $1 million annually, then declining as the pool of eligible towns without pre-K programs shrinks

REVITALIZE THE GOVERNOR'S TRAINING INITIATIVE

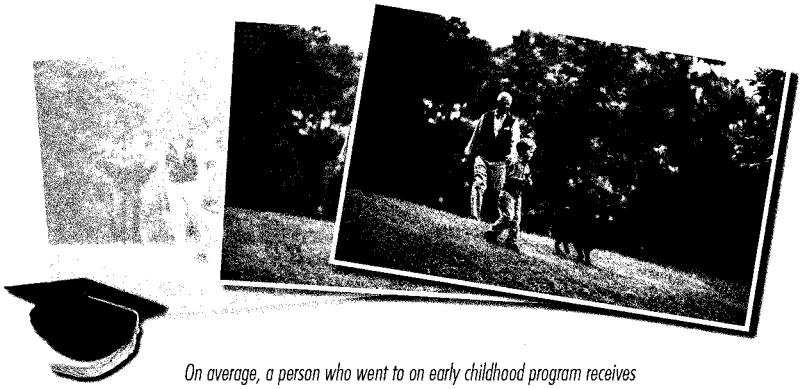
The Governor's Training Initiative is a successful public-private partnership that helps growing Maine companies to develop and fund training programs for their employees. The Initiative is an important recruitment tool for bringing new companies to Maine and for helping existing companies to grow.

ESTIMATED COST: $500,000 annually.

SKILL ADVANTAGE OUTCOMES:

MAINE MADE'S workforce development strategies will dramatically increase college affordability in Maine, giving Maine residents the opportunity to acquire the knowledge and skills they need to succeed in today's economy. These policies will also ensure that all Maine students enter college prepared for success, and that there is an ongoing partnership between the state and private sector to train workers. **MAINE MADE** will...

- Significantly increase the educational attainment of Maine residents by helping thousands of students finish their degrees who otherwise couldn't;
- Lower debt for recent college graduates;
- Change Maine's demographics by attracting young families and businesses with a world-class public education system that starts at pre-K and culminates in affordable degrees from our public colleges and universities;
- Recognize the hard work of Maine's best public school teachers and increase the skill level of professional educators throughout the state; and
- Transform Maine's business climate by giving employers – both existing and prospective
- Access to a huge pool of talented, well-educated workers.



On average, a person who went to on early childhood program receives $23,900 less public assistance and pays $25,700 more over his or her lifetime in state and local taxes, and $32,600 more in federal income taxes.

3. FARMS & FISHERIES: THE "LOCAL" ADVANTAGE

IMAGINE A STRONG MAINE ECONOMY WHERE...

Maine's farms and fisheries are the "food-basket" of New England – creating jobs,reclaiming underutilized land, invigorating rural communities and providing healthy, affordable food to residents of Maine and beyond.

A hidden gem in the Maine economy is our rapidly growing local food and agricultural sectors, which includes both farming and fisheries. I've always said that Maine has the potential to be the food-basket for all of New England, which is why I've been a strong supporter of legislation at the state and federal level to promote Maine farms and farmers, fisheries and fishermen. Consumers are gaining an appetite for fresh food from local sources. To capitalize on this demand, Maine now has far more farmers and grows far more farm products than a generation ago. We also have a globally renowned seafood industry dominated by small processors and independent fishermen.

MAINE'S COMPETITIVE ADVANTAGE: Maine's farming and fishing communities are ready to take advantage of this new opportunity. We have well-established fisheries and more farmland than any other New England state, all within a day's drive of the East Coast megalopolis between Boston and Washington, DC. [xxiv] Our lobsters, blueberries and potatoes remain an integral part of the Maine brand; but Maine is increasingly becoming known for a much broader array of food—artisan cheeses, salad greens, grass-fed beef, seaweed and much more. And Maine has the right conditions and entrepreneurs to continue to expand our food economy and create thousands of good-paying jobs, many in rural areas.

Direct sales of Maine-made food totals $2.75 billion annually, while supporting 17,000 jobs (see table below). Maine farm output is approximately $750 million annually, and Maine's fish landings are worth approximately $450 million (with lobster and farm-raised salmon accounting for more than 85 percent of the value of the haul). [xxv] There is no official data yet for 2012,[xxvi] but in the five years between 2002 and 2007, the number of Maine farms increased by 13 percent, while the value of form products increased by 33 percent.

ECONOMIC IMPACT OF MAINE'S FOOD MAKERS [xxvii]

	Direct Impact	Multiplier Effects	Total Impact
Sales Revenue	$2,754,420,900	$2,269,488,543	$5,023,909,443
Employment	17,057	20,513	37,569
Labor Income	$ 465,587,635	$ 629,118,897	$1,094,706,532

GOAL: Double Maine's farm production and expand the state's food industry by growing farms, fisheries and related food businesses.

STRATEGY: Make Maine the "food basket" of New England by expanding our capacity to grow, harvest process and export food and food products.

Maine's food industries are poised to grow. The next wave of agricultural development in Maine will require new investment in a broad range of infrastructure, broadly defined.

BUILD A NETWORK OF "FOOD-HUBS" TO CONNECT LOCAL FARMS AND FISHERIES TO CONSUMERS IN MAINE AND BEYOND

Moving more local fish and farm products into new markets is critical to the further growth of farming and fishing in Maine, and to better serving Maine's consumers. To do so, Maine local food producers increasingly need facilities to aggregate, store, market, process and distribute their products—all functions performed by food hubs. Food hubs help producers, who are often small and scattered in rural areas, connect with larger consumer markets in towns and cities. Food hubs are being pursued not only by producers, but by an increasing number of entrepreneurs who believe in "local" and are themselves considering becoming distributors, aggregators or processors. Creative ideas range from web-based delivery systems, to mobile slaughterhouses that can more easily reach rural farms, to collaborate models like multi-farm CSAs and farm stands.

Maine's craft brewers are an example of a local food industry poised to grow. Beer brewing in Maine supports 5,800 jobs and generates more than $160 million in wages in Maine. Between 2010 and 2012, beer production by Maine breweries increased by more than 90 percent, primarily in craft beers. Maine ranks fifth in the country for our 33 craft breweries, with one brewery for every 40,000 residents (National Brewers Association.) Breweries are growing rapidly, and are an important part of Maine's local food economy. (Bangor Daily News, May 24, 2013) Beyond this, Maine's craft brewers are beginning to experiment with Maine-grown hops and grains —which could boost local farming in the future.

Through aggregation, food hubs open up small-scale producers to new markets. Meanwhile, food hubs that are involved in processing can add value to local fish and farm products. By some estimates, a network of local food hubs could increase the value of local food production by hundreds of millions of dollars annually.

Market fundamentals and private investment will determine where these hubs are located and what particular services they provide, but state policy can play a crucial role by coordinating public and private sector investments. First, the state should align its existing economic development programs to advance agricultural initiatives; for example, by ensuring that the priorities of the Department of Agriculture, Conservation and Forestry and the Department of Marine Resources align with FAME's loan guarantee program and Maine Technology Institute's grant programs. Second, the state can make funding from existing economic development grant and loan programs accessible to organizations looking to build food hubs; third, existing grant programs can be revitalized and expanded to include support for food-hub infrastructure; and fourth the state can provide help to provide the market research and business planning support necessary for the development of food hubs.

ESTIMATED COST: Predominantly private-sector investment; $650,000 annual investment over 10 years ($6.5 million total) in food hubs (through the "Compact with Small Businesses" investment plan) will be designed to leverage $19.5 million in private sector investment.

CREATE THE MAINE INSTITUTIONAL BUYING PROGRAM AND DOUBLE THE VALUE OF LOCALLY GROWN FOOD PURCHASED BY MAINE SCHOOLS AND GOVERNMENTS AND PARTNER WITH MAINE'S FOOD PANTRIES TO INCREASE ACCESS TO QUALITY, FRESH PRODUCTS AND DEVELOP A NEW MARKET FOR MAINE FARMERS

Maine's public institutions – schools, hospitals, etc. – purchase millions of dollars worth of food each year. Directing even a small percentage of that to local producers would have significant benefits for Maine's food industry. The promise of institutional purchases would not only increase sales, but give producers confidence to scale up their operations in ways that would allow them to better serve other wholesale accounts, such as supermarkets.

MAINE MADE calls for doubling the value of locally grown food purchased by Maine's public institutions – an ambitious, but attainable goal. It holds these institutions accountable for purchasing a significant percentage of their food locally. But, importantly, it provides adequate funding and technical assistance to help them succeed. A model for doing so is the Maine Department of Education's Local Product Fund, which has helped some schools overcome the logistical hurdles of purchasing local food, such as delivery, seasonal availability, quantity limitations, and eased cost concerns. Scaling up this program, and expanding it beyond schools, will help state and local institutions increase their purchases of food local and create new demand for Maine's food producers. The state can also provide grants or loans to institutions through programs like the Northern Border Regional Commission I helped develop while in Congress. Such entities can help public institutions that would like to purchase more local food but lack the facilities to do so, such as freezers, cold storage, extra kitchen space or trained personnel.

In addition, we can help to facilitate partnerships between Maine food producers and food shelters in the state and region that will provide new markets for local food and agricultural products while improving the dietary options for low-income families.

ESTIMATED COST: $1 million incentive program to encourage institutional buying, and a $1 million matching grant fund to update institutional facilities and training so they are prepared to handle whole, fresh foods.

LOCK-IN MAINE'S FOOD-INDUSTRY COMPETITIVE ADVANTAGE BY PROTECTING OUR FARMLAND AND WORKING WATERFRONT

Maine's farming and fishing industries are uniquely valuable assets. They are also uniquely vulnerable in their dependence on access to land and coastline that is under threat of development. In recent years, it has been reported that development has claimed more than 4,000 acres of farmland annually,[xxviii] and today there is just 20 miles of working waterfront along Maine's 5,300-mile coast, and more than half of that is in private hands.[xxix] **MAINE MADE** calls for safeguarding these important Maine industries by investing in farmland conservation and the working waterfront.

Protecting more farmland and working waterfront by purchasing easements is critical to Maine's future. For example, as much as 400,000 acres of Maine farmland is expected to transition this decade, due to the advancing age of farmers. Protecting farmland directly serves economic goals by: 1) making it possible for beginning farmers to enter the business and existing farmers to expand operations or to secure vulnerable land they currently lease; and 2) infusing new capital into farm operations in ways that help farms improve efficiency or add on-farm infrastructure.

The Competitive Advantage Fund, capitalized through the 10-year "Compact with Small Business" investment bond, will provide funds to protect vulnerable farmland and Maine's working waterfront as an economic development strategy. One part of the program would be targeted at protecting working farms that are in a position to innovate, and where the funds that are paid to farmers for conservation easements would be directed toward improving farm operations. Funds would be coupled with business planning support, and farmers would be expected to implement those business plans in exchange for receiving funding. A $25 million invested in such a program would permanently protect 60,000 – 75,000 acres and increase production on participating farms by an estimated $100 million.[xxx]

ESTIMATED COSTS: $2.5 million annually for 10 years ($25 million total) for farmland protection and working waterfront protection (within the "Compact for Small Businesses" investment plan) will be designed to leverage $20 million in additional farmland and waterfront protection funds and $20 million in farmer and fishermen investment, for a total investment in farmland and fisheries infrastructure of $65 million.[xxxi] Actual cost to state's General Fund will be much less when compared to current debt-service levels.

PARTNER WITH THE PRIVATE SECTOR TO EXPAND ACCESS TO CAPITAL FOR FARMERS

The state should support private sector efforts to develop a farm-centered credit union that would have the expertise and understanding necessary to provide capital to farms, including small, diversified farms that often have difficulty obtaining financing. As it stands, many farmers not only pay a premium for their land, but also can only secure mortgages at rates higher than those available for standard home loans. A farm-centered credit union could help to lower interest rates and encourage the growth of farms.

ESTIMATED COST: No direct cost to the state; regulatory oversight and support

LOCAL ADVANTAGE OUTCOMES:

MAINE MADE'S farms-and-fisheries strategy recognizes the unique value of these industries in today's economy. They are not just sectors we should support out of tradition; they are competitive advantages with the potential to generate significant economic growth in the coming decades. MAINE MADE will...

- Catalyze the growth of Maine's farms and fisheries by building the infrastructure needed for greater demand and production of local food products;
- Leverage tens of millions of dollars in direct private investment;
- Increase access to local foods, and the associated health benefits, in Maine's public institutions; and
- Protect Maine's valued farmland and working waterfront, which is as impartant to our quality of life and "Maine Brand" as it is to food production.

4. TOURISM: THE "MAINE BRAND" ADVANTAGE

(also see accompanying white paper, Lifelong Consumer Initiative)

IMAGINE A STRONG MAINE ECONOMY WHERE...

Maine is a world-class tourism destination, with compellingrecreational and cultural experiences that inspire visitorsto become lifelong consumers of Maine products.

Tourism is a distinct feature of Maine's economy. In 2012, nearly 15 million non-residents visited the state, collectively spending nearly $5 billion and supporting some 85,000 jobs.[xxxii] National and international forecasts show that tourism will remain a reliable driver of economic growth for decades. At the same time, the rise of low-cost air travel has given tourists a wider variety of destinations from which to choose and research shows that U.S. tourists are less likely to visit the same place multiple times as they did a generation ago.[xxxiii]

"How do we grow Maine's Creative Economy? A good place to start is with Maine's tourism industry, which not only attracts, houses and feeds millions of tourists a year, but also includes arts and crafts businesses, local artists and more. Helping our tourist industry connect to new customers outside of Maine is a key strategy to increasing the economic impact of Maine's Creative Economy."

MAINE'S COMPETITIVE ADVANTAGE: In the growing but competitive tourism marketplace, Maine is fortunate to have a well-established reputation as a world-class destination. Our "Maine Brand" is rooted in scenic beauty – our rocky coastline, majestic mountains and historic towns – and the perception of our population as hard working, honest and skilled in traditional professions and crafts that have faded elsewhere.

We have a unique opportunity to leverage our status as a world-class destination, and our "Maine Brand," to market products to visitors from around the globe. Our state is a showroom through which 15 million potential customers walk each year. Capturing their business, not only while they are here but after they return home, will extend the benefits of tourism far beyond traditional hospitality businesses to the producers and suppliers of a large variety of Maine goods.

GOAL: Double the economic benefit of every Maine visitor by capturing their full lifetime value

STRATEGY: Turn every visitor into a lifelong consumer of Maine products, thereby gaining an economic benefit from their visit long after they leave.

For years, strategies for growing Maine's tourism industry have focused on attracting more visitors, to more regions of the state and getting them to spend more. This is important, but there are several problems with those strategies. First, not all Maine people necessarily want more tourists, nor could our infrastructure easily handle them. Second, barring a dramatic change in the travel patterns of the U.S. population or the creation of a new, world-class attraction in Maine's interior, those strategies alone will not generate enough growth to significantly bolster Maine's economy.

Instead of focusing on getting more people to Maine, **MAINE MADE** focuses on what happens when they return home. A visitor's potential lifetime value is far greater than the amount they spend while they're in the state; it includes all of the Maine products they consume when they return home. Over years, that could significantly exceed the value of their initial trip. Maine's tourism development strategy must expand from simply acquiring visitors to converting them into customers and then retaining those customers for life.

BUILD A NATIONAL MARKET FOR HIGHEST-QUALITY MAINE PRODUCTS BY DIRECTLY MARKETING TO VISITORS AFTER THEY HAVE RETURNED HOME

To capture the full lifetime value of every Maine visitor, **MAINE MADE** will create a direct marketing campaign to promote high-quality, Maine-made products to visitors after they return home. "Premier Maine," will be a new designation within the Department of Economic and Community Development's (DECD) **MAINE MADE** program for products that achieve the highest standards of design and production, selected through a juried process.

There is also a strong nexus with the Domestic Trade Center Initiative, which will help Maine-based businesses expand into markets outside of the state.

Premier Maine products will be directly marketed to Maine visitors after they leave the state. For example, someone who visits Maine in July might receive a catalogue of Maine-made home goods or specialty foods in September, holiday gifts in December and jewelry in February. Maine's forest-products industry, high-end Maine-made furniture for example, will be prominently featured. Recent innovations in consumer research and online marketing will allow us to target customers in the online marketplace as well. Marketing appeals could be customized based on which region of the state someone visited or which products, industries or activities they indicated an interest in. The marketing campaigns will be undertaken by an experienced marketing firm selected by DECD through a competitive bidding process.

The potential economic impact is huge: There are currently 2,000 companies in the **MAINE MADE** program. If just 10 percent of these (200 companies) became part of the Premier Maine direct marketing program, and each found 500 more customers (0.67 percent of total visitors), who spent an average of $100, that's $10 million dollars of new money into the Maine economy, each year.

ESTIMATED COST: $1 million annually

START A MAINE TOURISM TRAINING INITIATIVE TO CREATE A CADRE OF WORLD-CLASS TOURISM PROFESSIONALS

At Maine's best hospitality businesses, every employee – from managers to wait staff and housekeepers to tour guides – offers a level of customer service that shows visitors the best Maine standards of professionalism and quality. This allows them to attract and retain more customers and even charge more for their services. **MAINE MADE'S** comprehensive tourism strategy will include a Maine Tourism Training Initiative to raise customer service standards statewide. This initiative will offer short, focused ad hoc courses for frontline workers in topics such as customer service, regional history, and regional recreational opportunities. The model for this is the successful Maine Woods Tourism Training Initiative (MWTTI), which has provided training to 300 businesses and 550 frontline workers in Maine's seven northernmost counties since 2010.

Following MWTTI's lead, this program would aim to train approximately 1,000 front-line workers per year, with a goal of 10,000 after 10 years. The average wage for workers in the leisure and hospitality sector is $17,000. If 10,000 of these workers received training and, with their new skills, received a 10 percent raise, this would mean $17 million more in wages for the Maine economy.

ESTIMATED COST: Minimal; regional support through public-private partnerships

CREATE THE MAINE TOURISM LEADERS PROGRAM TO HELP EXCEPTIONAL TOURISM BUSINESSES ATTRACT HIGHER-SPENDING VISITORS

In order to turn visitors into lifelong consumers of Maine products, we must ensure that the interaction they have in Maine reinforces the Maine Brand of quality, integrity and value. To encourage that, MAINE MADE calls for the Maine Office of Tourism to create a Maine Tourism Leaders (MTL) program to recognize hospitality, tourism and recreation businesses that offer visitors a high degree of quality and customer service (using the Maine Department of Environmental Protection's Environmental Leaders program as a model).

MTL standards will complement those of established industry ratings, such as the AAA Diamond Ratings and Forbes Travel Guides Star Ratings (formerly Mobil Travel Guides), to help businesses advance their standings in those widely recognized rating systems. An advisory board of industry representatives will create the guidelines and provide technical assistance to businesses seeking certification, and create an MTL logo that certified businesses could display and use in marketing materials.

ESTIMATED COST: Within existing resources and public-private partnerships

LOCK-IN MAINE'S TOURISM COMPETITIVE ADVANTAGE BY CONSERVING OUR NATURAL AND SCENIC ASSETS

If we are to use tourism as a foundation for product development, then we must ensure that foundation is durable and accessible. A $25 million Competitive Advantage Fund, capitalized through the ten-year "Compact with Small Business" investment bond ($2.5 million per year), will provide funds to preserve and protect Maine's scenic beauty, including waterfront development and historic downtown revitalization, and make sure it is accessible to tourists and Maine residents.

ESTIMATED COSTS: $2.5 million annually, for 10 years within "Compact with Small Businesses" investment plan; actual cost to state's General Fund will be much less when compared to current debt-service levels.

MAINE BRAND ADVANTAGE OUTCOMES:

MAINE MADE'S tourism development strategy is a much-needed expansion of the state's tourism goal from simply attracting tourists to turning them into lifelong consumers of Maine products. **MAINE MADE** will...

- Extend the benefits of tourism to hundreds of Maine small producers and light manufacturers by connecting them with new customers outside the state;
- Help Maine's hospitality businesses attract and retain more high-end, experiential tourists;
- Help Maine workers, particularly in rural areas, upgrade their skills and earning potential within the tourism industry; and
- Safeguard Maine's competitive advantage in attracting visitors – our unique natural and cultural attractions.

5. ENERGY: THE "RENEWABLE" ADVANTAGE

IMAGINE A STRONG MAINE ECONOMY WHERE...

Maine's is attracting billions of dollars in private-sector investment for renewable energy and energy efficiency projects, creating jobs and driving down energy costs for Maine businesses and homeowners

Rising energy costs and environmental concerns have increased demand for clean, renewable energy alternatives. Energy is a major expense for businesses and homeowners alike, and the drive to lower that cost is creating new economic opportunities. Maine has a unique array of energy options, including wind, tidal, hydro, biomass and solar, and can become a national leader in renewable energy production and energy efficiency.

MAINE'S COMPETITIVE ADVANTAGE: Maine doesn't have oil and natural gas deposits like Texas or North Dakota, but our unique portfolio of alternative energy sources is a valuable asset in today's economy. Maine is well positioned to attract billions of dollars of energy investment that can create jobs, reduce pollution and lower energy costs for Maine businesses and homeowners alike.

GOAL: Double the private-sector investment in Maine's renewable energy and energy efficiency economy while cutting our dependency on home heating oil in half by 2030.

STRATEGY: Catalyze a sustained investment in renewable energy production and efficiency, equivalent to building a new power plant

Maine has a unique opportunity to create a robust energy economy based on both large- and small-scale production of renewable energy. While it is mostly large-scale developments like wind and tidal power that make headline news, small-scale energy solutions, like roof-top solar (both for homes and public buildings), energy efficiency and weatherization, have grid-scale benefits. They generate direct cost savings to homeowners and businesses, create potential partnership opportunities for ancillary grid stabilization services and indirectly generate savings to consumers across Maine by lowering demand for wholesale energy prices. They also benefit Maine's economy by creating opportunities for innovative companies.

CREATE THE MAINE SOLAR POWER INITIATIVE TO MAKE SOLAR PANELS AS COMMON IN MAINE HOMES AS WOODSTOVES

The cost of solar power has fallen by more than 60 percent in the last five years. At today's prices and without any tax subsidies, a solar installation will provide electricity for 25 years at four cents a kilowatt-hour. That's less than a third of the current price of delivered electricity. Solar energy also prevents significant costs associated with transmission and distribution infrastructure upgrades because it reduces demand on the electrical system. (Since 2010 there have been three electricity rate increases due to transmission upgrades.) Owing to the new economics of solar power, in 2012, 16 million solar panels were installed in the United States, more than 2 per second of every workday. But hardly any solar panels were installed in Maine.[xxx]

The Maine Solar Power Initiative will change that, and spur private-sector investment in roof-top solar power installations for homeowners, businesses and public buildings, with a goal of 75 megawatts of installed solar power by 2018. It will achieve this in a few ways: first, homeowners and businesses who invest in solar panels will be able to recoup installation costs, fast, through an expanded "Net Energy Billing" program. Those who install rooftop solar panels will get contracts with the Public Utilities Commission that reflect the full costs and benefits of the energy they

produce, the same way larger grid-scale projects do. This will change the return on investment and make it more cost-effective for homes, businesses, schools and other government buildings to purchase solar panels. The Solar Power Initiative will also encourage third-party ownership of solar panels, which will spur private sector innovation and make solar more accessible for those who can't afford the up-front costs of an installation.

Arguably most important, **MAINE MADE** will ensure that Maine's public utilities have financial incentives to connect rooftop solar to the grid. Currently, utilities see rooftop solar as a revenue loss, even though it has broad, grid-scale cost benefits. **MAINE MADE** will direct the Public Utilities Commission to set up a Performance Based Incentive program where utilities get rewarded for how many solar installations they connect, and do not lose revenue from the decrease in their sale of electricity. This separation of the utilities revenue from solar power generation is a win-win, for utilities and consumers, and will ensure Maine has the right incentives in place to make solar panels as common as wood-stoves.

What would an investment in solar power mean to the Maine economy? Solar installations cost about $3 per watt,[xxxv] so installing 75 megawatts of solar capacity would mean a total investment of $225 million. Assuming that 2/3 of this investment stays in Maine (roughly, 1/3 is for materials produced outside of Maine), this would be a $150 million infusion of capital into the Maine economy! (Which doesn't include the substantial benefits to the business or homeowner from lower electricity and avoided transmission costs.)

ESTIMATED COST: No cost to state's General Fund; redesigned Net Billing system would spur private sector investment; federal grant opportunities also exist for partnerships with the U.S. Departments of Energy and Defense.

REQUIRE ENERGY RATINGS FOR ALL NEW HOMES, EMPOWERING HOMEBUYERS AND SPURRING PRIVATE-SECTOR INVESTMENT IN ENERGY EFFICIENCY

This simple, small step will empower Maine homebuyers and lead to significant increases in energy efficiency investments across Maine. Maine homeowners face some of the highest home heating costs in the nation and have some of the oldest and least efficient housing stock, but homebuyers have no reliable way to compare the future energy performance of various homes. An energy performance report card would clearly disclose a home's long-term energy performance and cost between $200 and $600. That's a tiny percentage of the sales price of a home. This energy rating will be required for the sale of all new homes, and voluntary for existing home sales.

Maine's Clean Tech sector supports more than 20,000 workers, with a total economic impact of more than $2 Billion (Clean Tech). Nationally, the U.S. solar industry employs 120,000 workers and had employment growth in 2012 of 13%, compared to 2% for the rest of the economy. (Solar Foundation)

Coupled with a strong and consistent investment in cost-effective energy efficiency (see "Compact with Small Business" investment plan), this initiative will spur significant private-sector investment to help Maine's homes and businesses use heat and electricity more efficiently. Maine has approximately 550,000 homes, of which roughly 18 percent have already been weatherized or were built in recent years and therefore do not require additional weatherizing.[xxxvi] This initiative would encourage a public-private partnership with a shared goal of weatherizing 25,000 homes per year. This would have significant benefits to the Maine economy.

ESTIMATED COST: Private-sector investment

BUILD A MAINE OCEAN ENERGY CENTER OF EXCELLENCE, LED BY THE PRIVATE SECTOR, TO CEMENT MAINE'S PLACE AS THE LEADER IN OFF-SHORE RENEWABLE ENERGY PRODUCTION

Maine is well positioned to become a national leader in ocean energy development. We have strong tidal, wind, and wave resources; deepwater ports; actively involved academic institutions; and a growing supply chain of companies developing new technologies for the industry. In 2012, the first commercial tidal energy project connected to the grid came on-line in Washington County. Currently, there are 120 Maine companies involved in the ocean and wind energy sector with overall revenues of over $500 million.

The Maine Ocean Energy Center of Excellence will sustain this momentum by unifying the efforts of the industry's public, private and academic leaders, working to attract new capital to the state, and coordinate new projects. The center would be housed at the University of Maine and funded by a combination of public and private funds.

ESTIMATED COST: $250,000

SUPPORT REGIONAL EFFORTS TO EXPAND ACCESS TO NATURAL GAS AND PROTECT INVESTMENT IN RENEWABLES

To reduce our dependency on heating oil, Maine must utilize natural gas as a transition fuel. It's cleaner than oil and is currently available at a much lower price, although volatility in the natural gas market remains a problem. Through a cooperative effort with other New England states, we should expand pipeline capacity into the region. Currently 52 percent of the electricity in New England is produced by gas turbines, and the cost of electricity closely tracks with the cost of fuel. Greater capacity into the region would reduce costs, both to consumers and to Maine's manufacturing sector. The expansion of natural gas capacity must also be paired with greater diversity of sources, including a renewed commitment to Maine-based onshore and offshore wind, tidal and solar power.

ESTIMATED COST: Costs would be shared equitably by all New England states.
Potential savings, both for electricity consumers and large industrial users of natural gas are significant.

RENEWABLE ADVANTAGE OUTCOMES:

MAINE MADE'S energy development strategy will channel public and private investments toward one of the most compelling opportunities for economic growth that Maine has seen in generations – energy. **MAINE MADE** will...

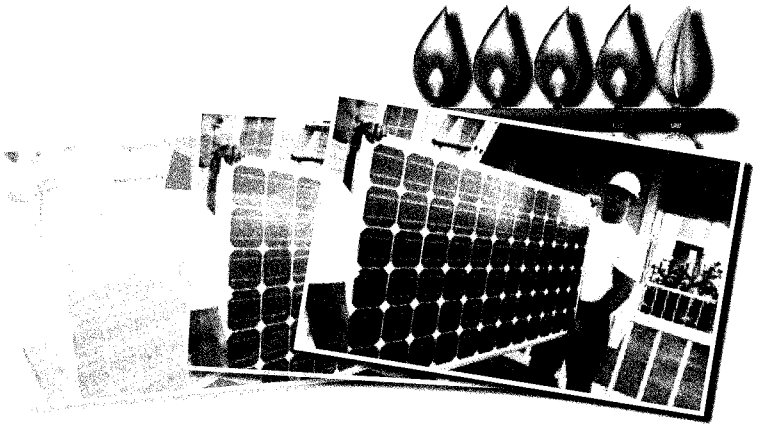
- Reduce the energy costs of Maine homeowners and businesses by helping them invest in energy efficiency and small-scale energy solutions;
- Unify the efforts of Maine's public agencies, academic institutions, and private investors and entrepreneurs to make Maine a national leader in ocean energy development;
- Reduce energy costs of Maine municipalities and help them secure the economic benefits of renewable energy projects;
- Reduce the price of natural gas for households and industrial consumers; and
- Cut our dependency on heating oil in half.

CREATE THE MUNICIPAL ENERGY LEADERSHIP INITIATIVE TO REWARD PRO-ACTIVE MUNICIPAL ENERGY POLICIES

This voluntary program will support Maine municipalities that take a proactive approach to their energy future. The Municipal Energy Leadership Initiative (MELI) will reward municipalities that increase the energy efficiency of municipal operations, for example by reducing electricity or fuel use, provide predictability in the siting of renewable energy projects, and even support those projects through local tax incentives.

The MELI program would be administered by Efficiency Maine, which will provide grant funding for planning and technical assistance. The MELI program is inspired by the success of Efficiency Maine's implementation of federal stimulus funds and the Massachusetts Green Communities program.

ESTIMATED COST: $2 million matching grant program and additional funding possible from Efficiency Maine.



There is a miscanception that Maine doesn't get enough sun to benefit from salar. Not true: Maine receives 33% more sun than Germany, the world leader in solar power adoption. And Massachusetts and Vermont, our close neighbars, are seeing significant benefits fram their solar programs.

6. GOOD NEIGHBORS: THE "COMMUNITY" ADVANTAGE

IMAGINE A STRONG MAINE ECONOMY WHERE...

More families can work their way into the middle class, where thousands of people have access to a family doctor and life-saving preventative care, where mothers don't lose their job for staying home with a sick child, where we start to reverse the damaging effects of income inequality.

MAINE'S COMPETITIVE ADVANTAGE: Mainers stand up for one another. Our communities are strong because we share a pride in the place we live and a commitment to our neighbors. We see it every day, in matters big and small, when neighbors help neighbors through the calamities of life.

We need public policies that take that same approach, that recognize Maine workers are known for their strong work ethic, adaptability and dependability, but also recognize that wages haven't kept up. Even the hardest working middle-class and low-income families have fallen behind as wages have stagnated and the cost of health care has increased. Too many people are working two or even three jobs and aren't able to afford the basics. They are working more and making less. We need policies that support working families and that grow the middle class.

GOAL: To create a pathway to the middle class for working families

STRATEGY: Support Maine working families, expand access to health care.

INCREASE MAINE'S MINIMUM WAGE TO $9 AN HOUR OVER THREE YEARS

While Maine workers are more productive than ever before, their wages haven't kept up. It's time to give Mainers a raise. Maine last raised its minimum wage in 2009, to the current level of $7.50. While the wage has stayed flat, the cost of every-day goods, including food and energy, have gone up dramatically. According to the Maine Center for Economic Policy, today's minimum wage has the buying power of the minimum wage in 1959, which was just $1. Adjusting for inflation, Maine's minimum wage reached its peak at $9.69 in 1971.[xxxvi]

Research shows that raising the minimum wage does not lead to job loss and can create stronger consumer demand while helping to lift working families out of poverty.[xxxvii]

Despite myths to the contrary, most minimum wage workers are not teenagers. On the national level, 76 percent of workers earning at or near the minimum wage are adults older than 20. The Economic Policy Institute estimated that in 2013, 47,000 Mainers were working for $8.50 an hour or less.

ESTIMATED COST: There is no expected cost to Maine's General Fund.

EXPAND ACCESS TO HEALTH CARE TO NEARLY 70,000 MAINE PEOPLE, INCLUDING NEARLY 3,000 MAINE VETERANS:

Expanding access to health care not only makes economic sense, it's the right thing to do morally. Every Mainer should be able to see a doctor when they need one. Expansion of health care through Medicaid will improve the management of chronic conditions, lead to better preventative care and help our workforce to be healthier.[xl]

Maine has an opportunity to expand access to health care for nearly 70,000 people with the federal government initially paying 100 percent of the cost. Over the first 10 years of expansion, Maine will actually save more than $690 million.[xli]

In addition, expansion could create up to 3,400 new jobs in Maine while increasing economic activity in the state by $500 million annually.[xlii]

ESTIMATED COST: Expansion of health care to nearly 70,000 people through Medicaid is estimated to save Maine $690 million over the next decade.

MAKE MAINE'S EARNED INCOME TAX CREDIT REFUNDABLE, PUTTING MORE MONEY IN THE HANDS OF WORKING FAMILIES AND HELP GROW THE MIDDLE CLASS:

Like more than half of all states, Maine has enacted its own version of the Earned Income Tax Credit. The credit is currently equal to 5 percent of the federal credit. The Earned Income Tax Credit is one of the most effective tools for expanding the middle class and lifting families out of poverty. Last year, the federal EITC lifted 6.5 million people – half of them children – out of poverty.[xliii]

The federal Earned Income Tax Credit "is designed to help low-to-maderate-income working people get ahead. The federal tax credit was enacted in 1975 and made permanent in 1978." The credit allows families to keep more of the money they earn and is a tax program that helps the economy work for everyone. The federal EITC is refundable. If a family's credit exceeds their tax liability they are able to get a refund.

By making Maine's EITC refundable, we fight poverty while also adding fairness into the tax code. The credit helps to "make work pay" and moderates the gap between rich and poor.[xliv]

ESTIMATED COST: $8.1 million, based on making Maine's current 5 percent credit fully refundable.[xlv]

COMMUNITY ADVANTAGE OUTCOMES:

MAINE MADE'S community strategy will modestly modernize the state's minimum wage, helping low-income earners to come closer to earning a living wage without jeopardizing job creation. In addition, the strategy will help low-income and working families access life-saving health care, which will make them healthier participants in the workforce, and it will expand one of the most effective anti-poverty programs ever developed to help working families move out of poverty and toward the middle class.

APPENDIX A

GF Bonds Proposed for Voter Approval: 2001-2013	
YEAR	AMOUNT
2001	$146,700,000
2002	$112,570,000
2003	$149,400,000
2004	
2005	$83,000,000
2006	
2007	$265,275,000
2008	$33,125,000
2009	$71,250,000
2010	$123,050,000
2011	
2012	$75,725,000
2013	$149,500,000
TOTAL	$1,209,595,000
Average For Years In Which Bonding Was On The Ballot	$120,959,500
Average For All Years 2001-2013	$93,045,769

ENDNOTES

i Maine Department of Labor, Center for Workforce Research and Information (CWRI), Quarterly Census of Employment and Wages, "Private Employers by Size and Industry," March 2012.
ii CES, and calculation
iii Youreconomy.org, 2010-2012 average
iv Youreconomy.org
v Maine International Trade Center, "2012 Annual Report," 1.
vi Maine Development Foundation, Measures of Growth
vii http://www.maine.gov/tools/whatsnew/attach.php?id=204253&an=1]
viii Environment Northeast; 2009
ix Efficiency Maine
x http://www.infrastructurereportcard.org/maine/maine-overview/
xi By partnering with the federal government and Maine National Guard, Maine could reduce the state cost of labor and materials while expanding critical infrastructure.
xii Maine Department of Labor, Center for Workforce Research and Information, "Job Outlook to 2020," 2013.
xiii Center for Workforce Research Infarmation
xiv Todd Gabe and Philip Trostel, "Economic Impacts Associated with Having at Least a Four-Year College Degree," accessed October 12, 2013.
xv American Community Survey and calculation
xvi Maine Community College System, "Enrollment Highlights 2012-2013," http://www.mccs.me.edu/about/enrollment.html, October 12, 2013.
xvii "A Stronger Maine through Higher Education," Lumina Foundation, 2013, http://www.luminafoundation.org/stronger_nation_2013/downloads/pdfs/maine-brief-2013.pdf
xviii Pew Research; Pew Research http://www.pewsocialtrends.org/files/2011/05/higher-ed-report.pdf
xix American Community Survey
xx Philip Trostel, "The Fiscal Impacts of College Attainment," Federal Reserve Bank of Boston Public Policy Discussion Paper No. 07-2.
xxi Federal Reserve Bank of New York; http://www.newyorkfed.org/newsevents/mediaadvisory/2013/Lee022813.pdf
xxii http://projectionstudentdebt.org/state_by_state-view2012.php?area=ME
xxiii Trostel study
xxiv http://stuffaboutstates.com/agriculture/farm_by_total_acres.htm
xxv US Census of Agriculture; calculation by Maine Farmland Trust,
xxvi New federal data is expected in February 2014.
xxvii Gabe, Todd M. , James C. McConnon Jr., and Richard Kersbergen. "Economic Contribution of Maine's Food Industry." Maine Policy Review 20.1 (2011) : 36 -45, http://digitalcommons.library.umaine.edu/mpr/vol20/iss1/7. Table 3
xxviii Jackie Farwell, "Seeds of change: New farmers running smaller operations invigorate Maine's agricultural landscape," MaineBiz, May 2, 2011.
xxix Island Institute, "The Last 20 Miles: Mapping Maine's Working Waterfront," May 2007.
xxx Maine Farmland Trust
xxxi Maine Farmland Trust
xxxii David Peterson Associates, "Maine Office of Tourism Visitor Tracking Research: 2012 Calendar Year Annual Report," April 2013, 23-26.
xxxiii David Vail, Tourism Strategy for the Maine Woods: A Big Push to World Class, Maine Policy Review 16 (2007): 107.
xxxiv Revision Energy, testimony to PUC
xxxv Revision Energy; personal communication
xxxvi Efficiency Maine
xxxvii "Making Work Pay: Maine's Minimum Wage," Maine Center for Economic Policy, http://www.mecep.org/view.asp?news=2448
xxxviii Testimony to the Legislature, Dr. Lisa Morris, Muskie School of Public Service, March 14, 2013, http://www.mainelegislature.org/legis/bills/getTestimonyDoc.asp?id=3669
xxxix "Making Work Pay: Maine's Minimum Wage," Maine Center for Economic Policy, http://www.mecep.org/view.asp?news=2448
xl "Federally Funded Health Care for Maine's Uninsured: An Opportunity Maine Cannot Afford to Pass Up," Maine Equal Justice Partners, March 2013, http://covermainenow.com/assets/files/Federal%20Funds%20for%20Medicaid%20Coverage%203-26-2013.pdf
xli "The Cost and Coverage Implications of the ACA Medicaid Expansion: National and State-by-State Analysis," The Henry J. Kaiser Family Foundation, November 2012, http://kff.org/health-reform/report/the-cost-and-coverage-implications-of-the/
xlii "Unprecedented Opportunity," Maine Center for Economic Policy, January 2014, http://covermainenow.com/assets/files/Unprecedented_Opportunity_-_FINAL_1-14-2014.pdf

ENDNOTES *(CONTINUED)*

xliii "Tax Credits for Working Families: Earned Income Tax Credit,"
National Conference of State Legislatures, Jan. 1, 2014,
http://www.ncsl.org/research/labor-and-employment/earned-income-tax-credits-for-working-families.aspx

xliv "How Much Would a State Earned Income Tax Credit Cost in Fiscal Year 2015?"
Center on Budget and Policy Priorities, Dec. 19, 2013

xlv "Tax Credits for Working Families: Earned Income Tax Credit,"
National Conference of State Legislatures, Jan. 1, 2014,
http://www.ncsl.org/research/labor-and-employment/earned-income-tax-credits-for-working-families.aspx

xlvi "A Hand Up: How State Earned Income Tax Credits Help Working Families Escape Poverty in 2011,"
Center on Budget and Policy Priorities, April 18, 2011,
http://www.cbpp.org/cms/?fa=view&id=3474

xlvii Based on fiscal note for LD 455 modified to keep current EITC level at 5 percent of the federal credit,
http://www.mainelegislature.org/legis/bills/bills_126th/fiscalnotes/FN045502.
htmhttp://www.ncsl.org/research/labor-and-employment/earned-income-tax-credits-for-working-families.aspx
"A Hand Up: How State Earned Income Tax Credits Help Working Families Escape Poverty in 2011,"
Center on Budget and Policy Priorities, April 18, 2011,
http://www.cbpp.org/cms/?fa=view&id=3474
Based on fiscal note for LD 455 modified to keep current EITC level at 5 percent of the federal credit,
http://www.mainelegislature.org/legis/bills/bills_126th/fiscalnotes/FN045502.htm

MAKING MAINE THE FOOD BASKET FOR NEW ENGLAND

POLICIES TO SECURE MAINE'S FOOD FUTURE

In order to secure Maine's food future, we have to work together. The ideas outlined in this plan stem from hundreds of conversations with experts from throughout the state. Many thanks to the incredible farmers, fishermen, small business owners, food producers and organizations that worked with me to develop this document, which I view as an important step toward making Maine the food basket for New England.

ADVISORY GROUP:

John Naylor - Sam May - Craig Lapine - Daniel Wallace - Penny Jordan - Chris Hallweaver - David Gulak - Tony Carroll - Nancy Harmon Jenkins - Tim Fuller - Seth Bradstreet - Deb Burd - Amanda Beal - Jim Gerritson - Sarah Redfield - Dan Kleban - Leslie Oster - Andrew Marshall - Ron Adams - Stacy Brenner - John Bliss - Amber Lambke - John Bunker - Dave Colson - Lisa Fernandes - Jonah Fertig - Jim Hanno - David Shipman - Ben Tettlebaum - Ted Quaday - Dora Mills - Debra Bradstreet - Gary Beem - Ron Green Sr. - John Piotti - Tom Qualey - Annemarie Ahearne - Carter Newell - Chip and Janet Beckwith - Jackie Lundeen - Rommy Haines - Marilyn Meyerhans - Sam Hoyward - John Hemond - Justin Gray - Ned Porter - Richard Beal - John Jemison

---

MAKING MAINE THE FOOD BASKET FOR NEW ENGLAND

Creating a future where Maine has the potential to feed itself and help feed New England.

INTRODUCTION

For generations, Mainers have been making a living off of our abundant land and coastal shores. Our farms and fisheries are central to our history and our brand as a state, and with the right leadership, they could significantly boost our economy and position Maine as a leader in the food sector.

Food production in Maine holds great promise. Farming is on the rise, while seafood remains one of Maine's greatest assets.

ACCORDING TO A RECENTLY RELEASED STUDY [1], NEW ENGLAND IS POSITIONED TO SUPPLY 50% OR MORE OF ALL OF ITS FOOD NEEDS BY 2060 (UP FROM ABOUT 10% TODAY.) MAINE HAD A BIG ROLE TO PLAY IN THIS VISION – AS WE HAVE THE LAND AND WATERS NEEDED TO SIGNIFICANTLY EXPAND FOOD PRODUCTION.

But this future is not inevitable, due to the many challenges facing farming and fishing.

These include:

- Current economic realities, which keep demand for Maine food lower than it could be;
- Development pressure that threatens farmland and working waterfront (and often makes properties unaffordable for farmers and fishermen);
- The loss of so much infrastructure (over the last 50 years) that once supported farming and fishing; and,
- Climate change, which will require us to think about farming and fishing differently.

Yet, I believe that with the right strategies and leadership, we can overcome these challenges and become the "Food Basket of New England."

In February 2014, I started a conversation about that vision when I released my **MAINE MADE** plan. **MAINE MADE** outlined common-sense policy initiatives that will grow our economy and create jobs by investing in the strengths that make our state great. Included in the plan were specific policy initiatives that focused on expanding our capacity to grow, harvest, process and export food in Maine.

These initiatives included:

- Fostering the creation of food hubs;
- Increasing institutional buying of Maine food products;
- Protecting farmland and working waterfronts;
- Increasing access to capital for Maine farmers; and,
- Helping Maine play its part in combatting global warming by investing in renewable energy.

MAINE MADE was meant to begin a conversation with voters about the best path forward for this state. That's exactly what it's done. Since its release, I've continued to speak with Mainers and food leaders from all over the state in an effort to brooden the discussion around food and agricultural policy. Based on input from those leaders, I've expanded upon my earlier initiatives outlined in **MAINE MADE**, further developing and refining how best we can advance farming, fishing and food production.

MAINE HAS THE POTENTIAL TO FEED ITSELF AND HELP FEED NEW ENGLAND, BUT ONLY IF STATE GOVERNMENT TAKES THE RIGHT STEPS IN THE NEXT FEW YEARS. WE NEED NEW LEADERSHIP AT THE TOP – A GOVERNOR WHO FULLY UNDERSTANDS FARMING AND FISHING, AND WHO IS FULLY COMMITTED TO MAINE'S FOOD FUTURE.

1. A CALL FOR LEADERSHIP

It is LEADERSHIP—more than money—that Maine needs in order to realize the full promise of farming and fishing.

Maine needs a governor who fully understands the challenges and opportunities within the food sector at this critical point in our history. Maine will only become the **food basket of New England** if we take the right steps in the next few years.

WE NEED A GOVERNOR WHO PULLS THE AGRICULTURAL COMMUNITY TOGETHER- RECOGNIZING THAT TO SUCCEED, MAINE NEEDS FARMS OF ALL TYPES OPERATING AT ALL SCALES.

We need a governor who cares deeply about our fisheries, recognizing the strength of this sector all along our coast and what it will take to sustain that strength, while also recognizing that the future will vary from the past. We need a governor who understands the economic and environmental value of our natural resource base, and the unique opportunity Maine holds to increase food production; a governor who will help create jobs for Maine's people in the food sector in a way that ensures the ongoing quality of our land, water and air.

To that end, Maine needs a governor who is committed to pursuing a comprehensive food policy—one that sets the state on the right track.

ACTION:

- Create a forward-looking, action-oriented, high-level group within the Administration to help develop a clear vision for state food policy and then effectively implement it across various state departments.
- Review state policies and regulations to identify those that get in the way of building the local food economy—and then pursue corrective actions.
- Participate in and support efforts that are now occurring outside state government that are exploring needs and opportunities within the food system.
- Advocate at all times for the people of Maine who grow, harvest, process, distribute, cook and eat Maine food.
- Demonstrate, through action, that state government is fully committed to making Maine the food basket of New England.

2. NEW INFRASTRUCTURE

Maine's food industries are poised to grow. The next wave of agricultural development in Maine will require new investments in a broad range of infrastructure.

As Maine's farms try to access new markets, they increasingly need facilities that can efficiently serve some or all of these functions: aggregation, storage, processing (of various types), distribution and animal slaughter. Similar needs exist in the fishing industry, particularly as Maine's iconic lobster fishermen diversify into other, smaller volume fisheries.

In some cases, new infrastructure is needed; in other cases, existing infrastructure could be expanded or modernized, for example with more efficient equipment or energy systems. A wide range of infrastructure could result, ranging from new food hubs to mobile processing units to on-farm facilities. Likewise, many different organizational structures are possible — from regular business models to cooperative models to new models that blend for-profit and non-profit elements. Such infrastructure is critical to building a robust food system; yet because of low margins, it's unlikely this will occur at the level needed without some form of public support.

Maine has a proven track record of supporting needed infrastructure through the Potato Improvement Fund and the Ag Marketing Loan Fund — models that could be refined and expanded to meet Maine's growing needs and opportunities.

ACTION:

A. Create a competitive grant program to provide match funding for feasibility studies and business planning for new infrastructure that would operate in service to Maine's farms and fisheries.

B. Provide low interest loans or other incentives to help implement promising business plans. Any loan would be for no more than 50 percent of capital needs, ensuring that state funds leverage private dollars.

ESTIMATED COST & FUNDING:

A. $150,000 a year over three years; funding for this purpose could be provided through the accumulated interest in the Ag Marketing Loan Fund.

B. The Ag Marketing Loan Fund will be refocused on all food-related infrastructure (both land and sea.)This step would involve changing the fund's name and recapitalizing it with $5 million in new bond funding.

3. INSTITUTIONAL BUYING PROGRAM

Double the value of buying locally grown food purchased by Maine schools and governments and partner with Maine's food pantries to increase access to quality, fresh products.

Maine's public institutions – schools, hospitals, etc. – purchase millions of dollars worth of food each year. Directing even a small percentage of that to local producers would have significant benefits for Maine's food industry.

For a growing number of products, Maine can already compete on cost. But often the barrier is not price, but lack of leadership, restrictive contracts with distributors, untrained kitchen staff or institutional facilities that are not set up to either store or utilize local food.

The promise of institutional purchases would not only increase sales, but give producers confidence to scale up their operations in way that would allow them to better serve other wholesale accounts, such as supermarkets.

ACTION:

A. Push state institutions to buy more local food wherever they can, and to stress local sourcing in all future distributor contracts by doubling the value of locally grown food.
B. Provide incentives to help public schools buy more local food, including grants to improve facilities and provide training—so that schools can better handle whole, fresh local food.
C. Provide assistance to food producers and infrastructure businesses to help them better supply institutions as discussed in our New Infrastructure section and Technical Assistance and Capital section.

ESTIMATED COST & FUNDING:

A and B. Funding for these actions would be provided through a $1 million incentive program to encourage institutional buying and a $1 million matching grant fund as outlined in my **MAINE MADE** plan.
C. Funding will be provided through resources accounted for in the New Infrastructure and Technical Assistance and Capital section of this plan.

4. LAND PROTECTION & LAND ACCESS

Maine's farming and fishing industries are uniquely valuable assets. We need to lock-in Maine's food-industry competitive advantage by protecting our farmland and working waterfronts.

Farming relies on farmland. Fishing relies on working waterfronts. Both are highly vulnerable. It is estimated that the ownership of as much as 400,000 acres of farmland will transition this decade[2], while Maine's working waterfront has dwindled to less than 20 miles[3].

IT'S IMPOSSIBLE TO GROW FISHING AND FARMING IN MAINE WITHOUT SECURING WORKING WATERFRONT AND FARMLAND.

Farmland protection helps remove the primary barrier for farmers, which is the high cost of land; in fishing, the need for working waterfront is different, but just as critical.

Land protection keeps costs down because protected land sells at its value as working farmland or working waterfront, not at its value for development. Some of this need is addressed by the Land for Maine Future (LMF) program, which is highly successful at what it does. Maine needs to expand those parts of LMF that target farmland and working waterfront, but it also needs broader programming that uses land protection more directly to help landowners reinvest in farming and fishing.

In the case of fishing, the compensation for protecting working waterfront can provide funds for investing in shoreside infrastructure such as holding and processing facilities. In the case of farming, it can allow the farmer to obtain funds to innovate, expand or diversify. The idea is to target resources for land protection on properties and people who — with new business planning services — are poised to reach new levels of success.

ACTION:

A. Reinvest in the Land for Maine's Future (LMF) program, with a focus on those LMF efforts that protect farmland and working waterfront.

B. Create two new "Protection, Planning and Profits" (PPP) programs (one targeting farmland; one targeting working waterfront) that couple land protection with business planning to enhance the profits of farmers and fishermen.

C. Utilize land protection strategies as a way to remove financial barriers for incoming farmers or working waterfront owners and/or to help landowners who need to sell to do so in a way that retains the land in service to food production.

ESTIMATED COST & FUNDING:

A. This action would benefit from $10 million of targeted funds within a larger LMF bond.

B. This action would utilize $2.5 million in bond funding a year over 10 years as proposed in my **MAINE MADE** plan, to protect 60,000-75,000 acres and spur $100 million in new economic activity annually.

C. This action would occur as a matter of program priorities (within A & B) with no extra cost.

5. TECHNICAL ASSISTANCE & CAPITAL

Farms and fisheries are not just sectors we should support out of tradition, they are a competitive advantage with the potential to generate significant economic growth in the coming decade.

With so much happening within the food sector, there is increasing need for technical assistance and capital. These are not new areas for the state, which provides technical assistance in various farms and administers several loan funds.

In addition, the state since 2000 has sponsored the highly successful Farms for the Future (FFF) program, which couples individualized business planning with the opportunity for a farmer to secure a small grant to help implement that plan. Despite FFF's past success, the program has been underfunded even as farming has rebounded and the value of such a program is greater than ever.

ACTION:

A. Re-energize and expand the Farms for the Future program. Consider how FFF might again be run as a State-NGO partnership, as was once done with great success.
B. Create a Fisheries for the Future program that mimics FFF but focuses on wild fisheries and aquaculture.
C. Provide grants for feasibility studies and business planning for infrastructure projects.
D. Provide more low-interest loans in support of food-related infrastructure. This could be realized by re-structuring, re-capitalizing, and re-naming the Ag Marketing Loan Fund. (See #2 above)
E. Provide business planning services to food producers who are protecting their farmland or working waterfront. (See #4)
F. Support private sector efforts to infuse capital into food-related business, including current efforts aimed at creating a new credit union that will serve farming and fishing in Maine as described in my **MAINE MADE** plan.

ESTIMATED COST & FUNDING:

A and B. $500,000 a year for 10 years—which could be provided through bond funding.
C and D. These actions will be funded by costs outlined in section 2. Infrastructure.
E. The cost of this action will be funded by costs outline in section 4. Land Protection & Land Access.
F. There would be no additional cost to the state.

6. RESEARCH, DEVELOPMENT & TECHNOLOGY TRANSFER

A successful food future doesn't just lie with our farms and out at sea. By ensuring Maine's farmers and fishermen have access to research and development tools, they can continually innovate and adapt to meet new challenges.

As Maine rebuilds its food system, farmers, fishermen and other food entrepreneurs are often looking for the kind of services that can be provided by university researchers and/or Cooperative Extension and Sea Grant.

This includes production assistance, product testing, value-added processing, appropriate-scale technology (including biotech), support with food safety issues and ways to deal with the challenges of climate change and the long-term sustainability of our farms and fisheries. Such services are critical to the future growth of the food sector. And yet, Cooperative Extension and Sea Grant, which are partially funded by state dollars, have seen reduced funding for years, while the University of Maine does less work around farming, fishing and local food production than its role as a Land Grant and Sea Grant institution suggests it should.

The Maine Technology Institute has in recent years taken steps to advance innovation within farming and fishing, but more is warranted if Maine is to realize its potential in food production.

ACTION:

A. Appoint (as vacancies arise) new trustees to the University of Maine System who—in addition to other qualifications—fully understand food system issues and will be strong advocates for food-related research, Cooperative Extension and Sea Grant.

B. Work with the University of Maine to help ensure that Cooperative Extension and Sea Grant focus on the issues that are critical to the future of Maine food production and that adequate state resources flow to these needs.

C. Direct MTI to continue to enhance R&D that supports sustainable farming, fishing, and local food production.

ESTIMATED COST & FUNDING:

A. This would not require any state funding.

B and C. These actions would not necessarily require new state funding, because with the right leadership, Maine could leverage more private dollars and federal dollars for these purposes.

7. FOOD SAFETY

One-size-fits-all food safety regulations put small and mid-sized farms and producers at risk. By finding the right balance between food safety and regulation we can protect and foster a strong diversified network of farms.

Food safety rules are a major concern for many food producers, and particularly for small and mid-sized producers, who often find rules overly burdensome and not well suited to operations of their size.

A lot of recent attention focused on FDA's rule making under the Food Safety and Modernization Act because FDA's first attempt resulted in proposed rules that would have devastated many Maine farmers.

Maine has, at times, crafted state rules that are friendlier to farmers than federal rules, and the federal government has allowed the state rules to govern (example: red meat inspection); but now a shortage of state inspectors puts this in jeopardy. Still other state rules (examples: poultry processing; shellfish sanitation) need to be examined and modernized.

ACTION:

A. Undertake a comprehensive review of all state policies relating to food safety (including the Maine Meat Act, poultry exemptions, raw milk rules, shellfish sanitation, fish processing rules), with the goal of finding the balance between the need to protect public health and the desire to provide opportunity and flexibility to food producers.

B. As part of that review, explore areas where Maine might take over the regulatory role (that would otherwise fall to the federal government), if it would benefit state's industries.

C. Provide sufficient state resources, including inspectors and other staff, as needed, to better support food producers.

D. Advocate strongly for appropriate federal food safety policies, with an immediate focus on the pending FMSA rules.

ESTIMATED COST & FUNDING:

A, B and D. These actions could be undertaken as part of general governmental functions without an outlay of new state dollars.

C. This action would require additional state resources to address the state's current under-investment in this critical piece of food infrastructure. Specific needs could be identified as part of the review in A and B.

8. FOOD INSECURITY

Maine's farms and fisheries play a key role to address food insecurity among Maine children and families. By increasing the accessibility of locally grown and produced food to Mainers of all incomes we can strengthen the economy and work to eradicate hunger.

Hunger and food insecurity are bigger issues in Maine than many people realize, with approximately 200,000 Mainers at risk of hunger[4]. Maine ranks 1st in New England in food insecurity[5].

Though **MAINE MADE** outlines specific policies that will help working families improve their economic security, there will continue to be demand for food assistance.

State policy can help ensure as much food assistance as possible comes from local sources (Maine farms and fisheries), thus maximizing the overall economic benefits. There are also opportunities to better utilize funding available through various federal programs, such as funding for summer nutrition programs.

In Maine, only 17.5 percent of eligible children receive this support[6], which means that we leave on the table millions of federal dollars that could be directed to local food producers, while serving needy persons.

ACTION:

A. Participate actively in the rule-making process for the new SNAP incentives program (recently authorized by the Farm Bill), with the goal of helping to create a solid program in which Maine would enthusiastically participate.
B. Expand Maine's involvement in efforts that help distribute more local food to needy populations (in summer nutrition programs, Senior Farm Share, and other such initiatives, and by expanding the number of farmers markets with EBT machines.)
C. Re-examine state rules that hinder distributing seafood at food pantries or at farmers markets.

ESTIMATED COST & FUNDING:

None of these actions require new state funding. Action A could help attract millions of federal dollars into the state food economy, but would not require new state funding, nor would any of the remaining actions.

9. DAIRY SUPPORT

Maine's dairy farms are an essential part of our economy and our heritage. Together we can create an environment where Maine's dairy farmers can thrive and flourish for future generations.

Maine is a great place for dairy farming, given its cool climate and handy access to major markets. Yet federal policy has set the milk price paid to farmers below their cost of production for much of the last decade.

Recognizing the importance of dairy farming as an anchor in Maine's agricultural economy, the state in 2004 created the Dairy Stabilization Program ("Tier Program".)

From 2004 to 2011, this program helped Maine farmers, limiting the level of decline that would have otherwise occurred. During this period, Vermont lost more than half its dairy farms, while Maine lost 19 percent[7].

But the program has been insufficiently funded since 2011, and Maine has since seen an increase in the number of farms going out of business. Beyond this, the newly-passed Farm Bill changes the game, by creating a new margin insurance program. Maine should again show its leadership, by crafting a state response to the new federal rules.

Meanwhile, Maine's dairy farmers need to actively explore various other strategies to help them thrive, which may include expansion, new innovations (such as robotic milkers), diversifying form operations (perhaps by making value-added products or raising cattle for meat as well as milk) or diversifying income streams (for example, selling electricity made in a methane digester.) Beyond this, there may be a role for the state to play to help lower electricity costs for dairy farms.

ACTION:

A. While retaining Maine's Dairy Stabilization Program, actively work with Maine's dairy sector to craft a new initiative tailored to current needs and opportunities, in light of the new Farm Bill.
B. Utilize other state programs (such as "Protection, Planning and Profits" and Farms for the Future outlined on pg. 7 and pg. 9) specifically to help dairy farmers expand, innovate and diversify.
C. Continue to advocate strongly for systemic changes in federal policy that would treat Maine farmers fairly.
D. Explore creative ways to help lower electricity costs by expanding renewable energy, taking advantage of federal or state efficiency programs and authorizing dairy farmers to pay off-peak rates.

ESTIMATED COST & FUNDING:

A. By using the same model that is currently used by the Dairy Stabilization Program, costs would be covered through "the market" – with little or no drain on the General Fund.

B. Funding will be provided through resources accounted for in the Land Protection & Land Access and Technical Assistance and Capital sections of this plan.

C and D. There would be no additional cost to the state other than oversight and support.

10. CONSUMER EDUCATION AND MARKETING

Maine's farms and fisheries provide an abundance of quality, affordable food. By encouraging and educating consumers to buy local we can secure Maine's food future, not just in Maine, but throughout New England.

There are many great reasons to eat more local food, including the quality and freshness of the food itself; support for Maine's environment and rural communities; all the economic ripple effects of reinvigorated farms and fisheries.

Education is key to getting people to eat more local food and encouraging them to make healthier choices. Both of these goals can be achieved together.

The state should support educational efforts wherever practical. In addition, Maine needs a major marketing and branding program that includes products from both land and sea. For more than a decade the "Get Real, Get Maine" campaign has played a valuable role in educating and marketing to Maine consumers but, times have changed. It's essential that we think outside of the box and work together to develop a new program that is not only suited to meet today's needs and opportunities but also is focused on products from both land and sea.

ACTION:

A. Support school-based education programming organized around local food and good nutrition.
B. Launch new consumer education programming at public institutions, in concert with the new institutional buying program.
C. Work in partnership with players along the entire value chain (i.e., Maine's food producers, processors, distributors, and retailers) to develop and then launch a new statewide marketing/branding program, one that is driven by current needs and opportunities—and that is focused not just on instate sales, but on establishing Maine's place helping to feed New England.

ESTIMATED COST & FUNDING:

A and B. Undertaken with minimal state resources.
C. This action would utilize bonding accounted for through the "Maine Competitive Advantage Fund" as outlined in my **MAINE MADE** plan.

11. TRAINING THE NEXT GENERATION

Maine's farming and fishing economy, legacy and future is dependent on fostering the next wave of Maine's food economy leaders.

If Maine's farms and fisheries are to realize their full potential, it is critical to give new entrepreneurs the training they need to succeed.

On the farming side, though the University of Maine has a solid Sustainable Agriculture degree program, and Maine Organic Farmers and Gardeners Association has for years inspired beginning farmers with its apprenticeship program and journey-person program, there has been a void between formal four-year degree and less-formal programming. **That is now changing, with the launch of Kennebec Valley Community College's associate degree program.**

On the fisheries side, there are no degree programs designed to train practitioners and no organized apprenticeships other than modest programs in lobstering and aquaculture.

A new multi-high school program for future fishermen has been launched in eastern Maine.

MAINE, OF ALL STATES, SHOULD ENSURE TRAINING AND AFFORDABLE ENTRY SO THAT FUTURE FISHERMEN ARE READY FOR THE RESPONSIBILITIES OF A 21st CENTURY FISHERY.

Sea Grant and Cooperative Extension, as well as several nonprofit organizations, have played roles in helping train fishermen and farmers and these entities could play an even larger role in the future. Training and education needs to go beyond the skills necessary to farm or fish. It also includes business skills and entrepreneurship. Developing entrepreneurs dedicated to the food sector is key to long-term success.

ACTION:

A. Support relevant agricultural educational programs at KVCC and elsewhere, as appropriate.
B. Pursue the development of educational programs in both wild fisheries and aquaculture.
C. Encourage the development of organized apprenticeships for both wild fisheries and aquaculture.
D. Stress business skills and entrepreneurship in training programs.

ESTIMATED COST & FUNDING:

Each of these actions could be undertaken through funding partnerships that may not require any state funds, just as KVCC jump-started their new degree program with a combination of federal funds and philanthropic dollars.

[1] "A New England Vision, " Brian Donahue, et al, Food Solutions New England, http://www.foodsolutionsne.org/sites/foodsolutionsne.org/files/media/LowResNEFV.pdf

[2] Maine Farmland Trust, http://www.mainefarmlandtrust.org/about-maine-farmland-trust/

[3] The Island Institute, "The Last 20 Miles: Mapping Maine's Working Waterfront," May 2007.

[4] Good Shepherd Food Bank, http://www.gsfb.org/hunger/

[5] Good Shepherd Food Bank, http://www.gsfb.org/hunger/

[6] "Maine Compass: Maine's hungry children need their lawmakers," Mark Swann, Kennebec Journal, Feb. 6, 2014. http://www.centralmaine.com/2014/02/06/maine_compass__maine_s_hungry_children_need_their_lawmakers_/

[7] "To survive and grow, Maine farmers must keep innovating," John Piotti, Bangor Daily News, June 13. 2014. http://bangordailynews.com/2014/06/13/opinion/to-survive-and-grow-maine-farmers-must-keep-innovating/

Chairman ISAKSON. Thank you for your testimony. We are delighted to have you and, Senator King, we appreciate your introduction. Let me begin the round of questioning, 5 minutes each per Member, by making public notice of the fact that the Veterans of Foreign Wars and the Vietnam Veterans of America both have endorsed your nomination. I think that is a testimony to the service you have given to the veterans of America in the House of Representatives and I think that is a high honor to kick off this hearing with.

Let me ask you a question. In talking about the last portion of your remarks, will you commit to me and commit to this Committee, Republican and Democrat alike, that when questions are made of your department with responses that are necessary to see how the programs of the Department of Labor and the employment of veterans are going, to give us your information in a timely manner and that it will be bipartisan and submitted to both sides?

Mr. MICHAUD. Yes, sir, absolutely.

Chairman ISAKSON. I noticed in your pre-testimony notes that one of the things you want to do is collect more data to be sure to monitor the programs of the Labor Department to make sure the employment that we hope is taking place is actually taking place. What type of information and data are you talking about collecting?

Mr. MICHAUD. One of the issues I learned a long time ago is when you look at statistics and data, you have got to make sure that they reflect what is actually happening out there. I have seen how data has been misused, particularly when you look at the wait time issues in the VA.

I want to be able to have an opportunity to sit down with the VETS staff to find out what data we are collecting. Is it legitimate data and what are the real outcomes of that data? I definitely would want to work with the VETS staff as well as the Committee staff to make sure we are collecting the appropriate data to look at how we can improve programs that are currently out there.

Chairman ISAKSON. Well, that is exactly the answer I was hoping you would give, because around Washington and in our jobs, all we get is data, but usually in no perspective or with no analysis, and sometimes data in and of itself without being analyzed can lead you in the wrong direction. I think it is important that we have somebody in this particular job that can take the data, analyze it, and then interpret it for us; tell us whether or not the programs of our country are working or not for our veterans.

Mr. MICHAUD. Thank you, sir.

Chairman ISAKSON. Now, you served in the legislature for 20 years; is that correct?

Mr. MICHAUD. 22 years in the Maine legislature.

Chairman ISAKSON. Served in Congress for 12, right?

Mr. MICHAUD. Correct.

Chairman ISAKSON. That is 34 years of service to the Government. Is that correct?

Mr. MICHAUD. That is correct.

Chairman ISAKSON. Why would you accept another responsibility like this after 34 successful years of public service?

Mr. MICHAUD. Well, Senator, actually I thought I was going to go home and actually planned to build my log cabin on the Penobscot River.

Chairman ISAKSON. That is why I asked the question.

Mr. MICHAUD. It is a great opportunity. I know there have been concerns in the past with DOL-VETS; that is an issue. But, I am committed to serving our veterans and their families. This is a great opportunity, having had the opportunity to sit on that side of the table, to now be on this side of the table, to work collaboratively with Members of Congress on both sides, work with our veteran service organizations, and really focus on how we can move the programs that the DOL-VETS currently operate; how can we improve on those programs, how can we reach out with other organizations and stakeholders to really move forward.

I am very committed, having seen our servicemembers in hospitals, overseas, my trips to Iraq and Afghanistan. We have done a lot, but we can do a lot more. I am looking forward, if confirmed, to bring in an outside pair of eyes from the inside and really moving DOL-VETS forward in a very positive direction.

Chairman ISAKSON. Your 12 years of experience on the House Veterans' Affairs Committee matched with that commitment to service is going to make sure that you do a great job for the Department of Labor. We appreciate your willingness to accept that responsibility.

Mr. MICHAUD. Thank you, Senator.

Chairman ISAKSON. Senator Blumenthal.

Senator BLUMENTHAL. Thank you, Mr. Chairman. I wonder if you would comment and, I hope, commit to support the Work Opportunity Tax Credit Act that I mentioned earlier.

Mr. MICHAUD. I would have to look at that Act, Senator. I am committed to looking at it in order to see what we can do to help our veterans get into jobs. When small and medium-sized employers needed help, I supported legislation in the past.

When you look at the tax credit, I think we have to reach out to small businesses to find out where we can actually improve on that. One of the areas I have learned about is businesses; when they make their decisions they need predictability and stability; anything we can do at this end to provide that predictability and stability so they can hire more veterans I will definitely work with you and this Committee to move forward in that direction, even if it is outside of DOL-VETS' jurisdiction, working collaboratively with other Federal agencies. I would be willing to do that, Senator.

Senator BLUMENTHAL. What would you do to increase employment opportunities for women in transitioning back to civilian life?

Mr. MICHAUD. I think the first thing that we should do is to try to get women to actually realize that they are veterans, which is one of the areas that concerns me, not only with our female veteran population, but also the male veteran population. It depends on how you ask the question.

Judge Reischolt, when I talked to him, on the Veterans' Court, he said if you ask an audience if they are veterans, you would have hands go up. If you change the question, how many served in the Armed Forces, more hands will go up. So, I think we have to identify and get the female veterans to identify themselves as veterans

and really work hard to get them into the training that they might need.

Senator BLUMENTHAL. Are there specific programs necessary for women or do you think existing programs can be changed?

Mr. MICHAUD. I have not looked at that closely, but we are willing to work with the Committee to look at, number 1, the existing programs that are currently there. Additionally, are there ways that we can tweak what programs that are currently there to actually help our female veteran population.

Senator BLUMENTHAL. I would appreciate, within a reasonable time of your taking over this job, that you give us a report on a strategy for enhancing employment of women veterans.

Mr. MICHAUD. Yes, Senator.

Senator BLUMENTHAL. Then you can better answer the question that I have put to you. I appreciate your answer here.

As you know, there are growing numbers and increasing quality of partnerships between various organizations that help veterans gain employment.

I would give you one example. In my own State, Newman's Own Foundation is in an active partnership with The Mission Continues, a really excellent organization. As a matter of fact, one of my sons has worked for them. Also, the Farmer Veteran Coalition, both of them well respected organizations that empower veterans. That kind of collaboration should be encouraged. Would you agree?

Mr. MICHAUD. Absolutely.

Senator BLUMENTHAL. What can the Department of Veterans Affairs do to encourage it?

Mr. MICHAUD. One of the things—when I talked about the two projects in Maine, they were a collaborative efforts utilizing nonprofit, public/private sector. I think we have to do a better job. When you look collaboratively at how can we get veterans into jobs, I would be willing to meet with those organizations, but also to reach out to some organizations that I do not believe that DOLVETS has reached out to in the past such as the National Council of State Legislators.

Get State legislators involved because they have a reach in their own respective districts back in their home States. I am all for collaboration, thinking outside the box, and how can we put our collective thoughts together into doing a better job than what we are currently doing now.

Senator BLUMENTHAL. Thank you. Regarding the Transition Assistance Program, the TAP program, I know you are familiar with it and I know you probably heard a good deal about it, both as a member of the Congress and before that as a member of the State legislature in Maine. Do you have any ideas for improving that program?

Mr. MICHAUD. I think when you look at the TAP program, it is the cornerstone of one of the successes that DOL has operated without partners in the VA and DOD. I think we have got to continue work with our partners in that area to make sure that they have the best curriculum available and continue to always look ahead. I am one that is not to stay stagnant, not only here where we are today, but where will we be 5 years, 10 years, 20 years down the road. There have been some concerns, I know, with TAP.

I will definitely work with the VSOs and other stakeholders to hear their concerns and try to address their concerns.

Senator BLUMENTHAL. Thank you very much.

Mr. MICHAUD. Thank you, Senator.

Chairman ISAKSON. Senator Rounds.

HON. MIKE ROUNDS, U.S. SENATOR FROM SOUTH DAKOTA

Senator ROUNDS. Thank you, Mr. Chairman. Sir, thank you for your willingness to serve once again. South Dakota is home to probably about 70,000 veterans, one of the highest rates of veterans per capita of any State in the Nation. Helping these men and women find opportunities in which they can use their military skills and training as they transition into a civilian life is something the VA has been working on. But, I suspect that there is more that can be done and there are more ideas out there on how to do it not only in South Dakota, but throughout the Nation.

I am wondering if you could share with us, now that you have looked at this, you have considered the position that you are applying for in front of us, it seems that it would be very difficult to have had this amount of time without having thought ahead to say, Look, I want to make a difference, I want to see things different, I want things to get better.

Can you share with us a little bit about your insight and your thoughts about how you can make a difference with regard to new initiatives, ideas that you have got to literally allow these veterans or these members of the military to step into civilian life and to be employed on perhaps a higher rate than they are today? Can you give us an insight?

Mr. MICHAUD. Thank you very much, Senator, for that question. Yes. Since I have been nominated, I really appreciate how quickly the hearing has moved forward. I would want to have an opportunity to sit down and talk with DOL-VETS staff, which I have not had that opportunity as I have not been confirmed.

I want to listen to them. I want to reach out to the veteran service organizations, which I have got a very good working relationship, have worked with them for my last 12 years in Congress, and I can tell you they are not bashful about letting me know where they think certain areas and policies should be moving. I definitely would want to sit down and work with them more specifically about DOL-VETS and where we can move forward.

A lot of it is to make sure that we continue to work on education, getting the word out what DOL-VETS has done, what we should be doing to actually improve it. If you look at the overall unemployment rate, it has been going down. The homelessness among our veterans' population has been going down.

All the numbers are constantly going in the right direction, but I am not satisfied until we keep pushing that number further and further down, which means we are going to have to look at what we have not done that we should be doing, particularly if you are from a rural State. Working not only the workforce investment agencies nationally and then in respective States, but reaching out to State legislators and the National Council of State Legislature to really get them more involved in DOL-VETS and what they can

be doing at the State level to help our soldiers and veterans get into job employment.

Small businesses. If you look at small businesses, they account for a big portion of the workforce here in the United States. We need to do what we can to help small and medium-sized businesses so that they can plan ahead, whether or not it is legislation that Senator Blumenthal had talked about or something else that we should be looking at.

I definitely will be doing a lot of reaching out, looking at what has worked, what has not worked, where can we improve on the programs we currently have.

Senator ROUNDS. One of those areas that I would suggest you take a look at—South Dakota is a good example. We have got a lot of tribal veterans that struggle to find jobs on the reservation. Would you consider and would you look carefully at the employment initiatives or new employment initiatives, or at least to consider whether or not the employment initiatives that might be available right now, whether or not they are working for tribal veterans both on and off the reservations?

Mr. MICHAUD. Yes, I definitely would be willing to look at that and work with you, Senator, to see how we can improve on that and where we should be going.

Senator ROUNDS. OK. I have had a few issues with homeless veterans, the veterans' center in Sioux Falls in particular. I think it is important that we help and then employ our veterans that need it the most. Do you have any initiatives or ideas to get homeless veterans employed long-term?

Mr. MICHAUD. I think when you look at homeless veterans—and that was one of the projects I mentioned in my opening remarks—where I was able to convince the Secretary to use some land at the VA facility to build cabins in the woods. Here is an area where you can get veterans together and then you will be able to bring the resources there to them to actually help them get the employment skills that they need.

In thinking outside the box, over my tenure in Congress, I have always tried to find different ways of looking at different things, and I will do that not only with the homeless veterans, but our female veteran population, and other areas within the Department of Labor.

Senator ROUNDS. Thank you, sir.

Mr. MICHAUD. Thank you.

Senator ROUNDS. Thank you, Mr. Chairman.

Chairman ISAKSON. Thank you, Senator Rounds.

Senator Brown.

HON. SHERROD BROWN, U.S. SENATOR FROM OHIO

Senator BROWN. Thank you, Mr. Chairman. Mike, nice to see you again. Thank you for your public service for so many years and the work you did in the House, especially on trade issues and so much else for workers.

I have been on this Committee since my first day in the Senate in 2007 and what most struck me in those early days was the disconnect between the Department of Defense and the VA; the evidence was sort of indicative that Defense officials, from the com-

manding officer to the Secretary of Defense, did not have all that much concern for these men and women once they left the service.

They would return to their communities. In those States like mine where there is a veterans service officer and a veteran service office, they might know of the soldiers', now veterans', existence. The local VA, the local veterans' hospital in Chillicothe or Cleveland or Cincinnati would likely not know of them, nor would the CBOC, the community-based outpatient clinic necessarily know of them when they return. They only knew if the veteran sort of checked into the VA and the VA often did not have any medical records even though they had had medical records in the service.

I think that with General Shinseki's time as Secretary and now with Secretary McDonald's time, I think we are doing better. There is more interface between DOD and VA so that when a soldier is home from Iraq on leave, at least the local VA may have his medical records. I think we still have a long way to go there.

So, my question with that too-long preface is, how do you reach those soldiers and sailors and airmen and women and Marines that have come home, that are no longer part of the armed services, they are now back in Portland, ME, or Toledo, OH. They have not really checked into the VA so the VA, even if they have records, do not necessarily know he is back in or she is back in Swanton, OH.

How do you reach people like that that have not sort of integrated themselves, shown themselves back in Ohio or West Virginia or Hawaii or South Dakota? How do you find them so when they are unemployed or are looking for a better job skills or want to take what they have learned as a medic in Iraq and now want to come back and be an EMT and certified in Ohio? How do we work that through so those veterans can be found and can be helped? I mean, what is your role in that, working, I assume, with the VA in your role at DOL?

Mr. MICHAUD. Actually, it is a combination of several different things, Senator. I mean, you hit the nail on the head when you look at whether it is Department of Defense or the Department of Veterans Administration. They have got to give directives to agencies underneath them that they want this to be a top priority, trying to get veterans into jobs, and do whatever they can to break down the stove pipes to work across departmental lines and within the Department to provide the knowledge of DOL-VETS and to ask, how do we identify the veterans once they come back home, particularly in a rural State.

One of the advantages I have is that over my 12 years in Congress, really, is the ability to work with staff at the Department of Veterans Affairs. I know Secretary McDonald is doing a great job. He worked with the Department of Defense to give us the information that we need to help track this. A lot of this is going to have to be voluntary, as well.

When you look at it, particularly in the rural areas, an agency I would like to like to reach to and work closer with is Health and Human Services, as well. If you have a veteran that might be signed up for Medicaid or Medicare, if we can identify them on a form that they are a veteran, that information could be given to DOL-VETS so we can help them.

Senator BROWN. Is that done now, to your knowledge? Somebody comes home, served in Europe, they come back to Cleveland or to Portland and they go file for food stamps or they go file for Medicaid—does the VA or DOL find out about that person's existence?

Mr. MICHAUD. To my knowledge, no, it is not set up. That is something that I definitely would like to look at, as well as education. Yes, DOL-VETS has done a good job working with a lot of employers, but when you look at the human resource personnel in those companies, they change. It is a constant type of education that we have to do to try to educate repeatedly of what DOL-VETS does.

Senator BROWN. I would like to work with you in doing that better because we clearly have not in the past. One note of caution. I know a good bit about your State from serving with you, discussions, and other things. I know you come from a rural State. You twice in that answer said particularly in rural areas.

I am not sure that it is worse in rural areas. It is probably worse in Appalachia, OH, than it is in more agricultural, western Ohio, but I am not sure it is worse in authorities locating the returning veteran. I am not sure it is worse in rural America than it is urban America.

I want to caution you that I kind of know where you start politically and that is fine, but this wonderful country, these problems, I think, are not much different understanding rural services. They are always "more remote" by definition, but there are all kinds of holes in the system. So, thank you.

Mr. MICHAUD. No, absolutely. I will look holistically on how to address these problems.

Senator BROWN. I know that. Thank you.

Chairman ISAKSON. Senator Moran.

HON. JERRY MORAN, U.S. SENATOR FROM KANSAS

Senator MORAN. Mr. Chairman, thank you very much. Congressman Michaud, nice to see you again.

Mr. MICHAUD. Likewise.

Senator MORAN. Thank you for the number of times we have worked together on veterans' issues in the House. Perhaps a bit contrary to what Senator Brown was suggesting, I wanted to make sure you remain committed to veterans in rural America, and I particularly appreciate that you and I teamed up on ARCH, a program designed to create a pilot program to try to get veterans to be able to access health care services with home town physicians and hometown hospitals.

I know that you are politically adept enough to answer my question that yes, you care about veterans and understand rural America, but I am not worried about how you would answer that question, I mean, because you would answer it because you do. So, I am grateful for that kind of person who understands the places that I come from and represent in the Department of Labor.

I would point out to you that one of the things that we are working on is expanding the opportunity of the G.I. Bill of Rights for purposes of entrepreneurship, the ability of a veteran to be in a business, to start a business. It is an SBA program.

I do not know that your paths will cross with this issue, but it is another opportunity that I want to make sure you are aware of, that while we talk about education, training, and work force training, there are veterans who have the ability and the desire to be an entrepreneur, to start a business. I actually visited with Secretary Perez about these issues and would welcome your input, support, and consideration over time in this position as we try to figure out ways to help a veteran begin a business, as compared to going to school.

Then I would urge you, in your position as you come into contact with the Department of Veterans Affairs, to make certain that we work hard to meet the needs of veterans in the places that we find them and to encourage the Department of Veterans Affairs to deal on an ongoing basis with information to Members of Congress.

One of the advantages that comes from being a Member of Congress to serving in an Administration is an understanding of the role that Members of Congress play, certainly in appropriations and oversight, in constituent casework and service. I hope that you would you use your position at the Department of Labor, but also within the Department of Veterans Affairs, to encourage that kind of cooperative relationship in which we have information that can be helpful to you and to your colleagues, both at the Department of Labor and the Department of Veterans Affairs.

So, Mr. Michaud, I simply am pleased to see you again. I appreciate the work that we have encountered. Our paths have crossed so often in the past and I wish you well in the new position.

Mr. MICHAUD. Thank you very much, Senator. I look forward to continue working with you on issues that affect our veterans, from this side of the table, although it feels comfortable on that side as well. I can see it from both sides now, but look forward to working with you on the issues.

Senator MORAN. Incidentally, when you quoted President Kennedy, it sounded a lot more like President Kennedy than when I do.

Chairman ISAKSON. Senator Hirono followed by Senator Manchin followed by Senator Boozman.

HON. MAZIE K. HIRONO, U.S. SENATOR FROM HAWAII

Senator HIRONO. Thank you, Mr. Chairman. It is great to see you, Mike. I had the privilege of working with our nominee for 6 years in the U.S. House and in that time I certainly watched a person with great heart and a singular commitment to helping the people of this country and certainly of our States. Thank you very much for wanting to get back in the saddle again.

I do share Senator Blumenthal's concern about a special emphasis on helping women veterans because the data shows that they have lower employment and under-employment rate than the male veterans. I would also be very interested in your thoughts should you become confirmed, which you will be.

In addition, when we talk about data and the stock that you place in making sure that you really understand where the veterans are, the facts show that the unemployment rate is higher for the post-9/11 veterans than for the other veterans. I would also ask you, unless you already have some thoughts about how you would

focus on the post-9/11 veterans and how you can particularly help them with their employment issues.

I also appreciated the fact that you understand that the stove-piping of the various departments, how important it is for a whole-of-Government approach to help our veterans. For example, HUD has their voucher program to help with vouchers for housing for veterans and, of course, the more closely the DOD and VA can work to enable a better transition, that is great.

Are you aware of any Department of Labor programs that are particularly working with regard to veterans that you would seek to expand should you be confirmed?

Mr. MICHAUD. Thank you very much. I definitely would want to, if confirmed, once I am over at the DOL-VETS, look at all the programs that they have and really take an outside view of whether or not they are working and how can we improve on what they have been doing, then work with this Committee to find ways where we can actually improve on those particular programs.

Having said that, Senator, I do not have any plan that we are going to change these programs a certain way. I want to have time to really look at what is happening and work with this Committee to find where we can improve on that.

I do have ideas on how we can do a better job working with our stakeholders, working more collaboratively with other departments to make sure that we are all pushing in the same direction and reaching out to stakeholders, that we might not have done a good job in the past. I will be working with you to do what we can to address the concerns that you might have.

Senator HIRONO. Of course, working collaboratively with other departments to pool resources. I think this is an area that Senator Brown touched upon, is that during active service, our servicemembers learn a lot of skills and we need to translate those skills in ways that employers can understand, that those skill sets that were obtained during service can apply to their workplaces.

There have been discussions about how we can better define and describe the kind of experiences that our active servicemembers have that could be very useful in the private sector. So, I hope that that will be a continuing effort on your part in a very practical way.

Mr. MICHAUD. It definitely will, Senator. When you look at the skill sets that our military men and women are bringing back, they are a key. You also look at each day, particularly if those skill sets require getting a certification or licensing, how can we make that process operate more efficiently and effectively, and that will be one of the areas I will be focusing on, certification and licensing.

Senator HIRONO. Thank you. Thank you, Mr. Chairman.

Chairman ISAKSON. Senator Boozman.

HON. JOHN BOOZMAN, U.S. SENATOR FROM ARKANSAS

Senator BOOZMAN. Thank you, Mr. Chairman, and thank you, Senator Manchin, for letting me jump in. I simply wanted to come in and say how much—that I do support you. I enjoyed so much working with Mr. Michaud in the House for many, many years. Again, you have got my 100 percent support and I give that for a couple different reasons.

First of all, no one was more active on the Committee than you, again, working for veterans. The other thing was that no one worked across party lines any more than you did, because the emphasis was always, you know—this is so true in this Committee and the House Committee—the emphasis is always on veterans.

I appreciate your hard work and look forward to working with you in the future. Again, I am just excited that we have got somebody so capable and willing to do this. It is a big job and there are lots of challenges out there, but I do not think anybody is more capable than you. Thank you very much.

Mr. MICHAUD. Thank you very much, Senator, appreciate it. I look forward to working with you as well.

Chairman ISAKSON. Senator Manchin.

HON. JOE MANCHIN III, U.S. SENATOR FROM WEST VIRGINIA

Senator MANCHIN. Thank you, Mr. Chairman, and thank you, Mr. Michaud, for your service and continued willingness to serve. First of all, what would you consider the greatest challenge to finding veterans jobs? I mean, from what you know and you have been involved with what is the greatest challenge vets are facing right now?

Mr. MICHAUD. I think, first of all, I might say that if you look at the numbers, we are going in the right direction. The unemployment numbers are constantly going down, which is great. I think we have got to continue to tell the good story of what DOL-VETS is currently doing with employers around the country, reaching out to small and medium-sized businesses as well as talking to them about the benefits of hiring a veteran, what they bring to the table.

It is that constant reaching out, I think, is a problem that we have got to continue to address. In thinking outside the box, how can we get the agencies working more collaboratively together? They have done a pretty good job, but there is always more work that can be done.

Senator MANCHIN. There are a couple of things. As far as you were talking about, you were going to be working on making sure they had their certifications and classifications and things of this sort. If a person in the military has skills equivalent to a CDL, heavy equipment, can you fast track or can you make sure the Department of Labor and the civilian setting will recognize that so they do not have to go through the whole training process again, which is time-consuming and it hurts their job possibilities?

The things that they are trained for in the military basically should be certifiably recognized when they go into the private sector, and we find that there is a disconnect there.

Mr. MICHAUD. There is a disconnect. That is the reason why I brought up that we definitely have to do more work to try to match up the skill set that they attained while they were in the military, and determine once they leave the military what does that matchup look like.

We also have to deal with individual States when you look at certification and licensing, and that is an area, I think, we can do a better job in as far as reaching out to the work force agencies within those respective States and the national associations and also the National Council of State Legislators as well, because legisla-

tors are very interested in their State policies and we can bring them on board to help us.

Senator MANCHIN. Also, improve information sharing. Basically, a person is going to be discharged, they are electing to leave. Have you looked at the different ways that we are able to link them up with an employer that is looking for an employee that has their skill sets? We find out that disconnect.

We have tried everything humanly possible. I started the I Hire A Vet campaign with Mark Kirk from Illinois. We also started Jobs Caucus, Veterans Jobs Caucus. We find out everyone is trying to do all these things, but there is no single portal. Basically, if I am in the military and I am about ready to discharge, I can say I want to work in northeast, southeast, midwest, whatever, and I would like to work with a company needing the skill sets that I have.

Then be able to have that employer get on that same Web site and say, Wait a minute, we might want to talk to this person. That is what we are trying to do and we are having a hard time at the Department of Labor and with all the different portals that are available just synching them up. You all might be able to do it.

Mr. MICHAUD. That is something I definitely would like, if confirmed, to work with you, Senator, on how we can do that.

Senator MANCHIN. Next, what is your highest-possibility—your length of time here will not be that long. We hope it would be, but it might not be because we have a change coming, however that change goes. So, if you have a short tenure, let us say 16 months or so, what is your highest priority to get something accomplished in that period of time?

Because I know we have asked you a lot of good questions here and there are a lot of things that need to be done, but if you hone in on one thing, what would you do?

Mr. MICHAUD. First of all, Senator, I would not be looking at this as a short timeframe. I am looking at, if confirmed by the Senate, how could we make these programs not only short-term, but long-term, start setting the seed. Because yes, this is an appointed position, but we have a lot of career dedicated individuals at DOL-VETS that will be there long after I am gone. We want to set that seed so that they can move forward continuing doing the job in areas that we might be able to improve during the short time that I am there at the Department of Labor.

Senator MANCHIN. Any one thing that piques your interest? I mean, one thing that really gets you that you like there?

Mr. MICHAUD. Actually, there are several things. I mentioned certification and licensing. That is definitely one area. Then looking at how to reach out to a female veteran population, get them in jobs; homelessness, to continue trying to get that number down.

Senator MANCHIN. Female population based on employment?

Mr. MICHAUD. Yes, correct.

Senator MANCHIN. Correct?

Mr. MICHAUD. Yes. Additionally, how could we get more individuals or organizations involved in realizing what DOL-VETS does to help get veterans into jobs. So, it is an ongoing education process that I will work day and night to continue doing whatever I can to make sure we get the message out there. On the good work that

has been done, how can we improve in that regard. Thank you, Senator.

Chairman ISAKSON. Senator Sullivan.

HON. DAN SULLIVAN, U.S. SENATOR FROM ALASKA

Senator SULLIVAN. Thank you, Mr. Chair, and Congressman Michaud. I want to thank you for your service and your strong interest in this important job. I also want to compliment Senator Manchin before he heads out the door there. I mean, those are a great series of questions and, as a matter of fact, I think that is exactly what we should be focusing on: all these different portals; all these different ways in which we can bring together what are clearly some of the most qualified employable Americans.

I mean, we are doing companies and other organizations a service to link up these young men and women who are getting out of the service or have served and need employment.

Let me ask you kind of a more specific question. I certainly would want to work with you, Senator Manchin, and others on how we streamline that, because everybody thinks that is a good idea, but as Senator Manchin mentioned, it does not always work and it is very bureaucratic. One issue—in some ways I hope does not happen, but it looks like it might be on the horizon though I think a lot of us are trying to work to reverse it, but—the Army right now has said they are going to cut 40,000 troops, 40,000 troops. I think if you look at the strategic situation right now for the United States globally, that is a strategic mistake which, hopefully, we can reverse.

A number of those troops are actually scheduled to be cut in Alaska, which again, I think is a bad idea, a very bad idea for the country, for our defense, for our veterans. But are there plans? Do you know if the VA talks to the Department of Defense and say, Hey, we just announced a 40,000-troop cut reduction in just the Army? Over to you, VA, to take care of these young men and women.

I mean, what are we doing to prepare if these kind of troop cuts go forward, which again, I am going to do everything in my power on the Armed Services Committee to make sure they do not because I think it is bad for the country. So, what is the preparation from the VA side and is there any kind of hand off or discussion between the VA and DOD on these kind of issues?

Mr. MICHAUD. My primary focus will be in the Department of Labor VETS—is in the Department of Labor. But when you look at the VA, DOD, and DOL-VETS, what we are doing—I do know that the numbers that the Department of Labor VETS program we are looking at is on that draw-down and that workforce, should they change, you know, it changes.

One thing that—and you are absolutely right, what Senator Manchin talked about, you know, working across departments; you have got to break down the silos that are currently out there, which is difficult at times to do.

A good example is the Secretary of Veterans Affairs, Secretary McDonald. When he got nominated he asked me what should he look at to break down those silos and communicate better among the different agencies within the VA. I brought forward a plan to

actually reorganize the whole Department, an out-like plan, and because of what happened in Phoenix, AZ, the Secretary looked at that and he is actually moving forward in reorganizing the Department of Veterans Affairs, which I am very appreciative about.

When you look at your specific question, DOD, the draw-down, VA, what they have got to do to try to take care of the soldiers that will be going into the VA, what DOL will be doing as far as taking care of the soldiers is trying to get them into jobs. We have to start planning not only short-term but long-term.

One of my goals, if I am confirmed by the Senate, is to have a short-term plan and a long-term plan to start addressing some of these situations and to take into consideration some things that are beyond our control, if the economy gets worse, you know, what are we going to have to do.

Senator SULLIVAN. Good. Let me turn to an issue that I am sure is of interest to you given that you and I are both from rural States. Alaska is 20 times larger than Maine, so it is a little bit of a different scale. What are we doing—what would you say we need to do in terms of a focus to take care of our vets that are in rural or even remote areas?

Mr. MICHAUD. I think we have to reach out to the veterans to let them know what benefits are currently out there and part of that gets——

Senator SULLIVAN. How do you do that? I mean, it is one thing to do it in a city. It is another thing in a small town or small community or, in the case of Alaska, very remote communities that are not connected by roads or anything like that.

Mr. MICHAUD. By working with the stakeholders, as I mentioned earlier, by working closely with the National Council of State Legislators. We have got legislators all over and they always enjoy doing constituent work for their constituents. Let them know what DOL-VETS is doing and have them help get the word out there, reaching out to small and medium-size employers, focusing on the advantage of hiring a veteran, and have them help get the word out there.

In working with other agencies that might be able to help DOL-VETS identify the veterans that are out there. That is an area where we have to do a better job, is how do we identify these veterans that are currently out there to let them know what services are available.

And the veteran service organizations, they do a great job; to work closely with them to bring them on board to help spread that word. It is a lot about communication, access to information, and making it readily available and understandable so that our veterans know what is therefor them.

Senator SULLIVAN. Thank you.

Mr. MICHAUD. Thank you.

Senator SULLIVAN. Thank you, Mr. Chairman.

Chairman ISAKSON. Thank you, Senator Sullivan. Thank you, Mr. Michaud, for your willingness to serve the country, for your forthrightness in the testimony today. As I indicated at the beginning of the meeting, we will hold the record open only through Monday of next week if anybody has any additional questions or information. I will move toward a mark-up pending no objections

coming up before next Tuesday, so we will try and get you in a position where confirmation can take place as early as possible. Again, we thank you for your service to the country, to the veterans of the United States of America.

Mr. MICHAUD. I would like to thank you, Senator, and the Committee for having this hearing and look forward to working with you, if confirmed. Thank you very much.

Chairman ISAKSON. As do we. The hearing is adjourned.

[Whereupon, the hearing was adjourned at 3:34 p.m.]

RESPONSE TO POSTHEARING QUESTIONS SUBMITTED BY HON. THOM TILLIS TO MICHAEL H. MICHAUD, NOMINEE TO BE ASSISTANT SECRETARY OF LABOR FOR VETERANS' EMPLOYMENT AND TRAINING

Question 1. Mr. Michaud, in the 112th Congress, you voted for H.R. 4072, a bill that would have transferred the programs under the Department of Labor's Veterans' Employment and Training Service (DOL-VETS) to the Department of Veterans' Affairs. What prompted you to change your position on this issue?

Response. While a member of the House Veterans' Affairs Committee, I had an opportunity to meet with a number of veterans' service organizations who strongly believed that consolidating VETS into the Department of Veterans' Affairs (VA) would improve employment services for veterans. Since that time, however, I've seen the efforts the Department of Labor has made to increase coordination with their partners at the Department of Defense and the VA; to redesign the Transition Assistance Program to ensure that it remains relevant for all servicemembers; and maximizing the employment and training opportunities developed though the Department's relationship with State Workforce Agencies.

In addition, while the VA is primarily a benefits agency, and that can include educational benefits, the Department of Labor has the expertise and nationwide infrastructure to best provide skills training and employment opportunities for anyone who needs them, including veterans. The coordinated actions and long term collaborative relationships between VETS and other agencies within DOL create synergy through the integration of all department resources and expertise on veteran employment. The Department's connection with the state workforce agencies in nearly 2,500 AJCs across the Nation helps to facilitate veteran employment with large national employers as well as small and medium sized businesses.

VETS is also a key partner in the implementation of the Workforce Innovation and Opportunity Act (WIOA), which requires states to unify workforce and education programs in their planning and service delivery. As this new model is rolled out nationwide, DOL has put veterans first by emphasizing the continuation of priority of service for veterans and redefining eligibility in programs, like dislocated workers, to ensure transitioning servicemembers and their spouses have all the resources they need to enter and advance in the workforce.

Given the improvements made by VETS, the expertise of the Department, and the critical moment in the implementation of WIOA we are in, removing VETS' programs from this integrated network would, in my opinion, diminish the economic outcomes for our transitioning servicemembers and veterans. If confirmed, I will be committed to ensuring that our transitioning servicemembers and veterans continue to have the resources and expertise to assist and prepare them to obtain meaningful careers, maximize their employment opportunities and protect their employment rights.

Question 2. In March 2015, Wisconsin attempted to transfer administration of the state Jobs for Veterans State Grants (JVSG) program from the Wisconsin Department of Labor to the Wisconsin Department of Veterans' Affairs. DOL-VETS denied Wisconsin's request. A similar dispute remains unresolved between Texas and DOL-VETS, with Texas advocating for more discretion given to the states while DOL-VETS advocates to keep the program under the authority of state labor agencies. Do you believe it should be up to the states or DOL-VETS to decide who has jurisdiction over the JVSG program?

Response. Congress appropriately conditioned each state's receipt of Jobs for Veterans State Grants on a number of requirements, including the requirement that the Disabled Veterans' Outreach Program and Local Veterans' Employment Representatives program be integrated into the employment service delivery systems in the State. Congress over time through the VOW to Hire Heroes Act and through WIOA has made additional statutory changes designed to improve the delivery of workforce development services to veterans. The changes made by these important

statutes mean that the Department needs to continue to work closely with state and local workforce staff to ensure that both are implemented successfully. While I understand that we should not have a one-size-fits all approach to serving veterans, if confirmed, it will be my responsibility to ensure that VETS meets its statutory obligations and to ensure that veterans receive the high-quality workforce development services.

Question 3. In Fiscal Year 2014, DOL-VETS resolved 1,140 Uniformed Services Employment and Reemployment Rights Act (USERRA) cases. By what date will you release a plan to improve adherence to USERRA's employment protections?

Response. I understand that in accordance with 38 U.S.C. § 4332(a), the Department is required to issue a report each year to Congress that includes recommendations for administrative or legislative action that the Secretary of Labor, Attorney General, or Special Counsel considers necessary for the effective implementation of USERRA. The most recent report was issued in July 2014, and if confirmed, I plan to continue to meet this reporting requirement.

APPENDIX

TIMOTHY J. WALZ
CONGRESS OF THE UNITED STATES
FIRST DISTRICT, MINNESOTA
WWW.WALZHOUSE.GOV

RECEIVED
SEP 18 2015
SENATE COMMITTEE ON VETERANS' AFFAIRS
CHAIRMAN ISAKSON

August 28, 2015

The Honorable Lamar Alexander
Chairman
Senate Committee on Health, Education, Labor, and Pensions
428 Dirksen Senate Office Building
Washington, D.C. 20510

The Honorable Patty Murray
Ranking Member
Senate Committee on Health, Education, Labor, and Pensions
428 Dirksen Senate Office Building
Washington, D.C. 20510

Dear Chairman Alexander and Ranking Member Murray,

I write in support of the nomination of former Congressman Michael Michaud as the Assistant Secretary for Veterans' Employment and Training Service at the Department of Labor, and ask for your swift approval of his nomination.

For eight years, I was honored to serve with Mr. Michaud in Congress and on the Veterans Affairs Committee and the House Transportation and Infrastructure Committee. I have seen firsthand his dedication to public service, his constituents and improving the lives of veterans. He is the model of a public servant and will excel as Assistant Secretary of Veterans' Employment and Training Service.

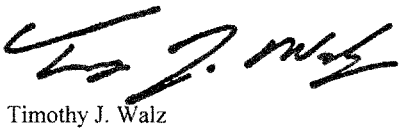
Mr. Michaud served on the House Veterans Affairs Committee for all 12 years of his tenure in Congress, a time that witnessed many changes at the Department of Veterans Affairs (VA) and many new challenges for our nation's veterans. His efforts expanded resources for family caregivers of Iraq and Afghanistan veterans with the Caregiver Assistance and Resource Enhancement Act, and improved treatment for substance abuse disorders with the Justin Bailey Veterans Substance Use Disorders Prevention and Treatment Act.

As Ranking Member of the Veterans Affairs Committee, Mr. Michaud demonstrated exceptional leadership. He successfully advocated for the creation of ARCH (Access Received Closer to Home), which increased health care options for rural veterans. This successful program has been repeatedly reauthorized, improving access to care for

thousands of rural veterans. In addition to his legislative success, Mr. Michaud helped maintain the strong, bipartisan nature of the Veterans Affairs Committee. His strong relationship with Chairman Miller and other Republicans on the Committee led to the passage of legislation that truly impacted veterans' lives.

Mr. Michaud is dedicated to providing our veterans the respect and care they deserve. I am honored to support my colleague and friend to serve as the Assistant Secretary for Veterans' Employment and Training Service.

Sincerely,



Timothy J. Walz
Member of Congress

Vietnam Veterans of America

8719 Colesville Road, Suite 100, Silver Spring, MD 20910 • Telephone (301) 585-4000 • Main Fax (301) 585-0519 • Advocacy (301) 585-3180 • Communications (301) 585-2691 • Finance (301) 585-5542 www.vva.org

A Not-For-Profit Veterans Service Organization Chartered by the United States Congress

September 11, 2015

The Honorable Johnny Isakson
Chairman
Senate Veterans' Affairs Committee
Washington, D.C. 20510

The Honorable Richard Blumenthal
Ranking Member
Senate Veterans' Affairs Committee
Washington, D.C. 20510

Gentlemen:

President Obama has made an enlightened choice when he nominated former Maine Rep. Mike Michaud to oversee the veterans' employment and training program in the U.S. Department of Labor.

During his six terms in Congress, Mr. Michaud proved to be a staunch and savvy champion for veterans. As Chairman of the Health Subcommittee of the House Veterans' Affairs Committee, he advocated for more extensive healthcare benefits, particularly for those veterans living in rural and remote areas, perhaps in part because Maine's 2nd Congressional District which he represented is the largest district east of the Mississippi and one of the most rural in the nation. He used his considerable political savvy to help pass legislation providing scholarships for returning troops, decreasing homelessness among veterans, and, as an original co-sponsor of the Hiring Our Heroes Act, increasing opportunities for veterans to work in companies by giving tax credits to employers who hire veterans. He was also instrumental in establishing a scholarship foundation for children of soldiers killed on active duty.

We have worked closely with Mike Michaud and know him to be a man of stellar personal integrity, someone who is true to his word, and his word is his bond. We could not agree more with this assessment by his former colleague in Congress, Rep. Chellie Pingree, who said in a statement, "This important post is an absolute perfect fit for Mike. I hope the Senate moves quickly on his confirmation so he can help our veterans get to work."

And so do we.

Respectfully,

John Rowan
National President

NOMINATION OF MICHAEL J. MISSAL TO BE INSPECTOR GENERAL, U.S. DEPARTMENT OF VETERANS AFFAIRS

TUESDAY, NOVEMBER 17, 2015

U.S. SENATE,
COMMITTEE ON VETERANS' AFFAIRS,
Washington, DC.

The Committee met, pursuant to notice, at 2:34 p.m., in room 418, Russell Senate Office Building, Hon. Johnny Isakson, Chairman of the Committee, presiding.

Present: Senators Isakson, Boozman, Cassidy, Rounds, Sullivan, Blumenthal, Brown, Tester, and Manchin.

OPENING STATEMENT OF HON. JOHNNY ISAKSON, CHAIRMAN, U.S. SENATOR FROM GEORGIA

Chairman ISAKSON. The hearing of the Senate Veterans' Affairs Committee will come to order. We have Members that are on the way—in fact, one arriving as we speak. Thank you, Governor Rounds. We are glad to have you.

The purpose of today's meeting is to have a hearing with the nominee for the Inspector General position for the Veterans Administration, Mr. Michael Missal, whom I have had the privilege of meeting with previously in my office. I am glad he is here to testify today. I hope when he does testify, he will introduce his family members, all of whom are also here. We are glad to have you here and appreciate your willingness to serve and respect the nomination you received from the President.

Of all the confirmation hearings that I am involved in this year, I know of none more important than this one. Quite frankly, a lot of times I think members of the Senate—certainly not Senator Blumenthal or myself, but some members of the Senate take these for granted. But, in this case, we have a very serious problem at the Veterans Administration. We basically have an organization which is the second largest agency in the Federal Government, an organization that has had employees indicted at the Charlie Norwood VA in Augusta, GA; administrators of hospitals fired for cause in Phoenix, AZ; $1,382,758,000 cost overruns at a hospital that is 13 years late in being built; difficulties of management from one to another; delayed benefits to our veterans; and, quite frankly, an organization whose management has been spotty at best.

To the credit of Secretary McDonald, who is the new Secretary of the VA, he is trying hard, and Sloan Gibson, his Chief Deputy, is doing the same, yet, we have a long way to go. The Inspector

General's position probably is more important in this agency than any other single agency in the Federal Government, because we have to have the eyes and ears of the American taxpayer looking over the shoulder of the Administration of the VA to see to it that our veterans get the benefits and the services they deserve and we have accountability for the American people.

Last Wednesday, on Veterans Day, I appeared on Fox Television in New York trying to talk about the things our Committee, Democrats and Republicans alike, have done for our veterans and to mark that particular holiday. As I was sitting in the green room practicing what I was going to say to try to take 3 minutes to say some good things about what we have done for our veterans, the announcement came out that the VA had paid $140 million in bonuses to Veterans' employees on last year's service, a year in which we had closed hospitals, had cost overruns, and a year in which we had had people lose their benefits. So, it struck the cause to me as to why this hearing is so important today, because as the American people think the VA is broken, while we are trying to fix it and we are making improvements, we have not crossed the Rubicon yet to be looking in the positive direction of the future. I think the IG's Office can help us do that by rooting out the problems that are left, giving us the recommendations to solve them, and making the tenacious bulldog-type statements that you have to make to get the attention of the management of the Veterans Administration.

There is no more important confirmation hearing to me in the U.S. Senate today, or any day, than what we consider for the VA today. We welcome you, Mr. Missal, and thank you for being here. Thank you for your willingness to consider it. I am glad we have got Members here to ask the questions they will ask, and I am happy to turn it over to the Ranking Member from Connecticut, a former Attorney General, like Richard Thornburgh—who we are delighted, by the way, is in the audience today. The Ranking Member from Connecticut, Senator Blumenthal.

OPENING STATEMENT OF HON. RICHARD BLUMENTHAL, RANKING MEMBER, U.S. SENATOR FROM CONNECTICUT

Senator BLUMENTHAL. Thanks, Mr. Chairman. I want to join in welcoming Attorney General Thornburgh. Welcome, General Thornburgh, to a place where you have been many times before on Capitol Hill, and welcome to your family, Mr. Missal.

I want to just say by way of opening remarks that we were all deeply troubled by the announcement of these $140-plus million in bonuses. Bonuses for bad actors are a disservice to the many hard-working, honest VA employees who do their jobs every day with distinction for the veterans of America. These bonuses in some cases seem hugely unjustified, and I hope that action will be taken to prevent such unwarranted rewards in the future so that we can reward the ones who really deserve bonuses.

Your position is one that has been very much on my mind since the time that I came to the U.S. Senate, and before, because as Attorney General, a law enforcement officer in the State of Connecticut, I am very much aware of the importance of thorough, aggressive investigation and fact finding as a preventive, deterrent, and punitive tool when needed.

The Office of Inspector General for too long has been held by an acting individual. I pushed that acting individual in the wake of some of the disclosures about Arizona and the waiting lists, the cooked books, and fraudulent recordkeeping to enlist the Department of Justice in his efforts. That request was resisted for too long.

The kinds of aggressive and proactive measures from this Office of Inspector General I hope will be forthcoming when you are in this position. In just a moment, I am going to introduce you, with the Chairman's permission, but I just want to say that your taking over this job should be a part of not only stronger law enforcement within the VA, but also a change in culture, because deterrence and preventive action are really what is needed here to regain the trust of Congress and the American people. Aggressive and proactive action from the Inspector General are very important.

Timely access to care remains a significant challenge. The VA's most recent wait time numbers indicate nearly half a million veterans still cannot access health care within 30 days. That is unacceptable. Last Saturday, the VA had a stand-down to address the inexcusably high number of records the VA had identified as needing urgent care, and they could not identify whether or not an appointment had been made.

I am glad that the VA is taking this kind of action, but, again, the Inspector General should have a role in the fact-finding and investigative efforts that are related to this kind of stand-down.

Mr. Chairman, with your permission, I am going to introduce the nominee——

Chairman ISAKSON. Without objection.

Senator BLUMENTHAL [continuing]. Since he is from Connecticut, a son of Bristol, CT, here with his wife, Deborah, who is from Westport, CT, nearer to my hometown; and with his son, Jordan, who is a senior at Washington and Lee. Congratulations on successfully persuading your son to be here in the midst of his senior year. [Laughter.]

As a father of four, I know that is no mean feat.

I also want to welcome your sister, Susan, who, like you, hails from Bristol, and her husband, Sandor. They have made the trip from Miami. Welcome.

Harold Missal, your dad, I know is part of the reason why this job is so inspiring to you. He was a decorated World War II veteran who served in the Army's 286th Engineer Combat Battalion and received five Battle Stars as well as the Purple Heart. He served as a highly-respected State judge in Connecticut. I think I may have appeared before him in the course of my own practice as Attorney General as well as before that in private practice. He retired as a senior judge of the Connecticut State Supreme Court and served with the same distinction as he did as a member of the armed services.

I hope that you will ensure that the VA is an agency that supports and helps heroes like your dad who have put their lives at risk. I am sure that he and your mom, Rose, would be very proud of your service to our Nation and your service here today.

I look forward to hearing more about your professional experience, about how you will serve the VA and the veterans of America.

Yet, one point that I want to emphasize, which I think is a view shared by this Committee, is that the accountability of your office to this Committee is essential. As this hearing will show, there was a delay in providing information in the past in certain instances. I hope that lag or gap in responsiveness will be overcome and cured when you are in this position.

I especially appreciate your writing on the importance of whistleblower protections, a critical issue before this Committee, and one on which I will have more to say on the floor of the Senate later this week.

The American taxpayers as well as American veterans express their appreciation for your service. Thank you.

Chairman ISAKSON. Under the rules of the Committee, the testimony of all Presidential nominees appearing before the Committee must be taken under oath. Mr. Missal, I would ask that you stand and raise your right hand. Do you solemnly swear and affirm that the testimony you are about to give before the Senate Veterans' Affairs Committee will be the truth, the whole truth, and nothing but the truth, so help you God?

Mr. MISSAL. I do.

Chairman ISAKSON. Please be seated. Thank you for your testimony today. You will be recognized for up to 5 minutes, and if you run a little over, nobody is going to throw a flag on you. We would love to hear from you. [Laughter.]

STATEMENT OF MICHAEL J. MISSAL, NOMINEE TO BE INSPECTOR GENERAL, U.S. DEPARTMENT OF VETERANS AFFAIRS

Mr. MISSAL. Thank you. Chairman Isakson, Ranking Member Blumenthal, distinguished Members of the Committee on Veterans' Affairs, and veterans who have served our great Nation. It is an honor and privilege to testify before you today as the nominee to be the Inspector General of the Department of Veterans Affairs.

I would like to recognize some special people who are here today. First, my wife, Deborah, and our son, Jordan, who is a senior at Washington and Lee University has agreed to come today. My sister, Susan Lenner, and her husband, Sandor, are here from Miami. In addition, former Attorney General and Governor of Pennsylvania Dick Thornburgh and his wife, Ginny, drove a long way to be here. Dick has been a great mentor, law firm colleague, and friend for a number of years. I would also like to thank the many friends and colleagues for attending today.

This would have been an incredibly proud day for my parents, Harold and Rose Missal, but, unfortunately, both passed away a number of years ago. Aside from family, the most important things in my father's life were his military service and his public service. My father was a World War II veteran who fought in Europe with the Army's 286th Engineer Combat Battalion. He was a proud veteran and truly one of the "Greatest Generation."

My father was also a State judge in Connecticut for more than 30 years. He instilled in me the importance of public service and the concept of "giving back." He believed that there was no higher calling than being in public service and working hard to make a difference in people's lives. I started my legal career in public service and have always desired to return to it. I cannot imagine a

more meaningful or important role than the Inspector General of the Department of Veterans Affairs.

The Mission Statement of the VA is to fulfill President Lincoln's promise, "To care for him who shall have borne the battle and for his widow, and his orphan" by serving and honoring the men and women who are America's veterans. The VA provides essential services and benefits to our veterans, but it has more work to do to live up fully to President Lincoln's promise.

This is a particularly critical time for the VA as it attempts to rebuild the trust and confidence it has lost from our veterans, Congress, Veterans Service Organizations, and the American public. The VA Inspector General plays a crucial and independent role in assisting the VA meet its mission and identifying instances where it falls short. The need to eliminate waste, fraud, and abuse and to promote efficiency and integrity at the VA may never have been greater. Recent public reports from the Office of Inspector General and elsewhere underscore the need for significant and prompt improvements in the way the VA is servicing our veterans. If confirmed, I look forward to playing a role in strengthening the programs, policies, and culture of the VA.

I have had the opportunity recently to meet with many of you and to hear your thoughts and views about the VA and the workings of the Office of Inspector General. The discussions have been extremely constructive and valuable. I recognize your bipartisan approach to these issues and the great frustration in the VA not fully meeting its mission.

Many of you discussed the important role that whistleblowers play in identifying potential issues. I also believe that whistleblowers are immensely important to the work of the VA Office of Inspector General. If confirmed, one of my goals will be to promote an improved environment in which whistleblowers have confidence that their concerns will be fairly and effectively considered by the Office of Inspector General and that their identities will be protected from disclosure. I will also take the necessary steps to ensure that whistleblowers are fully aware of their right to be free from reprisal for making protected disclosures and how to seek redress from appropriate authorities if reprisal occurs.

I believe that I have the experience, skills, judgment, and temperament to be a highly effective Inspector General. My professional career has provided me with valuable and extensive experience in investigations, audits, and inspections—three of the primary functions of an Inspector General. I have successfully conducted a number of complex and high-profile internal investigations. With respect to audits, I have routinely dealt with accounting principles and auditing standards. Finally, I have been involved in the inspections of various entities.

My service on the Management Committee of K&L Gates and my role as the co-practice area leader of the Policy and Regulatory practices have provided me with significant management experience. As a co-practice area leader, I am responsible for the performance of more than 200 policy and regulatory lawyers and professionals. The Management Committee is also responsible for the overall business and operations of the firm, including developing a budget for a firm with over $1 billion in revenues.

If confirmed, I pledge to work tirelessly and independently on behalf of our veterans and the American public. I also pledge to work collaboratively with this Committee and other Members of Congress and their staff. Thank you for the opportunity to testify before you today and I look forward to your questions.

[The prepared statement of Mr. Missal follows:]

PREPARED STATEMENT OF MICHAEL J. MISSAL, NOMINEE TO BE THE INSPECTOR GENERAL, U.S. DEPARTMENT OF VETERANS AFFAIRS

Chairman Isakson, Ranking Member Blumenthal, distinguished Members of the Committee on Veterans' Affairs, and veterans who have served our great Nation. It is an honor and privilege to testify before you today as the nominee to be the Inspector General of the Department of Veterans Affairs.

I would like to recognize some special people who are here today. First, my wife Deborah and our son Jordan, who is a senior at Washington and Lee University. My sister, Susan Lenner, and her husband, Sandor, are here from Miami. In addition, former Attorney General and Governor of Pennsylvania, Dick Thornburgh, and his wife, Ginny, are present. Dick has been a great mentor, colleague and friend for a number of years. I would also like to thank the many friends and colleagues for attending today.

This would have been an incredibly proud day for my parents, Harold and Rose Missal, but unfortunately both passed away a number of years ago. Aside from family, the most important things in my father's life were his military service and his public service. My father was a World War II veteran who fought in Europe with the Army's 286th Engineer Combat Battalion. He was a proud veteran and truly one of the "Greatest Generation."

My father was also a state judge in Connecticut for more than 30 years. He instilled in me the importance of public service and the concept of "giving back." He believed that there was no higher calling than being in public service and working hard to make a difference in people's lives. I started my legal career in public service and have always desired to return to it. I cannot imagine a more meaningful or important role than the Inspector General of the Department of Veterans Affairs.

The Mission Statement of the VA is to fulfill President Lincoln's promise: "To care for him who shall have borne the battle and for his widow, and his orphan" by serving and honoring the men and women who are America's veterans. The VA provides essential services and benefits to our Veterans, but it has more work to do to live up fully to President Lincoln's promise.

This is a particularly critical time for the VA as it attempts to rebuild the trust and confidence it has lost from our Veterans, Congress, Veterans Service Organizations and the American public. The VA Inspector General plays a crucial and independent role in assisting the VA meet its mission and identifying the instances where it falls short. The need to eliminate waste, fraud and abuse and to promote efficiency and integrity at the VA may never have been greater. Recent public reports from the Office of Inspector General and elsewhere underscore the need for significant and prompt improvements in the way the VA is servicing our Veterans. If confirmed, I look forward to playing a role in strengthening the programs, policies and culture of the VA.

I have had the opportunity recently to meet with many of you and to hear your thoughts and views about the VA and the workings of the Office of Inspector General. The discussions have been extremely constructive and valuable. I recognize your bipartisan approach to these issues and the great frustration in the VA not fully meeting its mission.

Many of you discussed the important role that whistleblowers play in identifying potential issues. I also believe that whistleblowers are immensely important to the work of the VA Office of Inspector General. If confirmed, one of my goals will be to promote an improved environment in which whistleblowers have confidence that their concerns will be fairly and effectively considered by the Office of Inspector General and that their identities will be protected from disclosure. I will also take the necessary steps to ensure that whistleblowers are fully aware of their right to be free from reprisal for making protected disclosures and how to seek redress from appropriate authorities if reprisal occurs.

I believe that I have the experience, skills, judgment and temperament to be a highly effective Inspector General. My professional career has provided me with valuable and extensive experience in investigations, audits and inspections, three of the primary functions of an Inspector General. I have successfully conducted a number of complex and high-profile investigations, including serving as the Lead Coun-

sel to the Examiner in the WorldCom bankruptcy proceeding, Lead Counsel to the Independent Review Panel investigating the *60 Minutes Wednesday* segment on President George W. Bush's Texas Air National Guard Service, assisting the Senate Select Committee on Ethics in its investigation of Senator John Ensign and being appointed by the Department of Justice to be the Examiner in the bankruptcy proceeding of New Century Financial, one of the largest originators of subprime mortgages. With respect to audits, I have routinely dealt with accounting principles and auditing standards and have chaired the Washington and Lee University Audit Committee. Finally, I have been involved in the inspections of various entities. This work included making recommendations on how to improve the efficiencies and effectiveness of the programs and policies of those entities.

My service on the Management Committee of K&L Gates and my role as the co-Practice Area Leader of the Policy and Regulatory practices have provided me with significant management experience. One of the practices under my jurisdiction is the firm's national healthcare practice. As a co-Practice Area Leader, I am responsible for the performance of more than 200 policy and regulatory lawyers and professionals. Among other duties, I am involved in recruiting, professional development, evaluations, compensation determinations, risk management and strategic positioning of the practices. The Management Committee is also responsible for the overall business and operations of the firm, including developing a budget for a firm with over $1 billion in revenues.

If confirmed, I pledge to work tirelessly and independently on behalf of our Veterans and the American public. I also pledge to work collaboratively with this Committee and other Members of Congress and their staff. Thank you for the opportunity to testify before you today and I look forward to your questions.

[The Committee questionnaire for Presidential nominees follows:]

PART I: ALL OF THE INFORMATION IN THIS PART WILL BE MADE PUBLIC

1. Basic Biographical Information

Please provide the following information.

Position to Which You Have Been Nominated	
Name of Position	**Date of Nomination**
Inspector General, Department of Veterans Affairs	October 5, 2015

Current Legal Name			
First Name	**Middle Name**	**Last Name**	**Suffix**
Michael	Joseph	Missal	

Addresses					
Residential Address (do not include street address)			**Office Address** (include street address)		
[redacted]			Street: 1601 K Street, NW		
City: Chevy Chase	MD	20815	Washington	DC	20006

Other Names Used						
First Name	**Middle Name**	**Last Name**	**Suffix**	Check if Maiden Name	**Name Used From** (Month/Year) (Check box if estimate)	**Name Used To** (Month/Year) (Check box if estimate)
					Est ☐	Est ☐
					Est ☐	Est ☐

Birth Year and Place	
Year of Birth (Do not include month and day)	**Place of Birth**
1956	Bristol, CT

Marital Status					
Check All That Describe Your Current Situation:					
Never Married	Married	Separated	Annulled	Divorced	Widowed
☐	☐XX	☐	☐	☐	☐

Spouse's Name (current spouse only)			
Spouse's First Name	Spouse's Middle Name	Spouse's Last Name	Spouse's Suffix
Deborah	Stashower	Missal	

Spouse's Other Names Used (current spouse only)						
First Name	Middle Name	Last Name	Suffix	Check if Maiden Name	Name Used From (Month/Year) (Check box if estimate)	Name Used To (Month/Year) (Check box if estimate)
Deborah	Lee	Stashower			02/55 Est ☐	08/89 Est ☐
					Est ☐	Est ☐

Children's Names (if over 18)			
First Name	**Middle Name**	**Last Name**	**Suffix**
Jordan	**Bernard**	**Missal**	

2. Education

List all post-secondary schools attended.

Name of School	**Type of School** (vocational/technical/trade school, college/university/military college, correspondence/distance/extension/online school)	**Date Began School** (month/year) (check box if estimate)	**Date Ended School** (month/year) (check box if estimate) (check "present" box if still in school)	**Degree**	**Date Awarded**
Washington and Lee University	**College/University**	**08/74** ☐	**06/78** ☐	**BS**	**06/78**
The Catholic University of America	**College/University**	**08/79**	**05/82**	**JD**	**05/82**
		Est ☐	Est ☐ Present ☐		
		Est ☐	Est ☐ Present ☐		

3. Employment

(A) List all of your employment activities, including unemployment and self-employment. If the employment activity was military duty, list separate employment activity periods to show each change of military duty station. Do not list employment before your 18th birthday unless to provide a minimum of two years of employment history.

Type of Employment (Active Military Duty Station, National Guard/Reserve, USPHS Commissioned Corps, Other federal employment, State Government (Non-federal Employment), Self-employment, Unemployment, Federal Contractor, Non-Government Employment (excluding self-employment), Other	Name of Your Employer/ Assigned Duty Station	Most Recent Position Title/Rank	Location (City and State only)	Date Employment Began (month/year) (check box if estimate)	Date Employment Ended (month/year) (check box if estimate) (check "present" box if still employed)
Congressional Employment	Senator Abraham Ribicoff	Intern	Washing ton, DC	04/77	08/77
Federal Employment	The White House	Staff Assistant	Washing ton, DC	07/78	01/81 (full and part-time) ☐
Non-Government Employment	Akin, Gump, Hauer and Strauss	Summer Associate	Washing ton, DC	05/79	08/79
State Government Employment	Chief Judge H. Carol Moultrie I	Law Clerk	Washing ton, DC	08/82	08/83
Federal Employment	U.S. Securities and Exchange Commission	Senior Counsel	Washing ton, DC	09/83	06/87
Non-Government Employment	K&L Gates LLP	Partner	Washing ton, DC	06/87	Present
Unemployment	Full-time student			08/74 - 06/78 08/79 - 05/82	

(B) List any advisory, consultative, honorary or other part-time service or positions with federal, state, or local governments, not listed elsewhere. None.

Name of Government Entity	Name of Position	Date Service Began (month/year) (check box if estimate)	Date Service Ended (month/year) (check box if estimate) (check "present" box if still serving)
		Est ☐	Est ☐ Present ☐

		Est ☐	Est ☐ Present ☐
		Est ☐	Est ☐ Present ☐

4. Honors and Awards

List all scholarships, fellowships, honorary degrees, civilian service citations, military medals, academic or professional honors, honorary society memberships and any other special recognition for outstanding service or achievement.

Martindale-Hubbell AV Preeminent Rated
Chambers USA Ranked Lawyer
U.S. News and World Report Best Lawyers
Best Lawyers in America
Washington DC Super Lawyers

5. Memberships

List all memberships that you have held in professional, social, business, fraternal, scholarly, civic, or charitable organizations in the last ten years.

Unless relevant to your nomination, you do NOT need to include memberships in charitable organizations available to the public as a result of a tax deductible donation of $1,000 or less, Parent-Teacher Associations or other organizations connected to schools attended by your children, athletic clubs or teams, automobile support organizations (such as AAA), discounts clubs (such as Groupon or Sam's Club), or affinity memberships/consumer clubs (such as frequent flyer memberships).

Name of Organization	Dates of Your Membership (You may approximate)	Position(s) Held
Washington and Lee University	May 2011 to the present	Board of Trustees
Kenwood Golf and Country Club	January 1997 to the present	Member

6. Political Activity

(A) Have you ever been a candidate for or been elected or appointed to a political office?
No.

Name of Office	Elected/Appointed/ Candidate Only	Year(s) Election Held or Appointment Made	Term of Service (if applicable)

(B) List any offices held in or services rendered to a political party or election committee during the last ten years that you have not listed elsewhere. None.

Name of Party/Election Committee	Office/Services Rendered	Responsibilities	Dates of Service

(C) Itemize all individual political contributions of $200 or more that you have made in the past five years to any individual, campaign organization, political party, political action committee, or similar entity. Please list each individual contribution and not the total amount contributed to the person or entity during the year.

Name of Recipient	Amount	Year of Contribution
K&L Gates Political Action Committee	$5,000	2011, 2012, 2013, 2014 and 2015
Heather Mizeur for Governor of Maryland	$1,000	2014

7. Publications

List the titles, publishers and dates of books, articles, reports or other published materials that you have written, including articles published on the Internet.

Title	Publisher	Date(s) of Publication
Conducting Internal Investigations (co-author)	Securities Industry and Financial Markets Association ("SIFMA")	April 2015
D.C. Circuit Broadly Applies Attorney-Client Privilege to Internal Investigations (co-author)	K&L Gates LLP	July 2014
The Consumer Financial Protection Bureau: A FirstYear Retrospective (co-author)	K&L Gatcs LLP	July 2012
Global Foreclosure Settlement: The Success of Herding Cats (co-author)	K&L Gates LLP	March 2012
Dodd-Frank's Whistleblower Bounties: Au Effective Hotline May Keep You Out of Hot Water (co-author)	K&L Gates LLP	September 2010
More Enforcers at Your Door: Preparing for and Responding to Increased Government Investigations and Actions (co-author)	K&L Gates LLP	November 2009
A Congressional Investigation of Wall Street Looms (co-author)	K&L Gates LLP	April 2009
How to Prepare for an SEC Examination m(co-author)	K&L Gates LLP	November 2008
The Foreign Corrupt Practices Act: US Legislation with Global Implications (co-author)	Practical Law Company	November 2008
The Credit Crisis and the Audit Committee (co-author)	Metropolitan Corporate Counsel	November 2008
Investigating the Insider (co-author)	Security Management	October 2008
New Century Financial: Lessons Learned (co-author)	K&L Gates LLP	October 2008
Couducting Corporate Internal Investigations (co-author)	International Journal of Disclosure and Governauce	July 2007
The SEC's New Executive Compensation Disclosure Rules: Liability Concerns for Officers aud Directors (co-author)	Andrews Litigation Reporter	September 2006

8. Public Statements

(A) List any testimony, official statements or other communications relating to matters of public policy that you have issued or provided or that others presented on your behalf to public bodies or officials.

None.

(B) List any speeches or talks delivered by you, including commencement speeches, remarks, lectures, panel discussions, conferences, political speeches, and question-and-answer sessions. Include the dates and places where such speeches or talks were given.

Panelist - Securities Industry and Financial Markets Association (SIFMA) Compliance and Legal Society Annual Conference - 2008-2015

(C) List all interviews you have given to newspapers, magazines or other publications, and radio or television stations (including the dates of such interviews).

None.

9. Agreements or Arrangements

XX See OGE Form 278. (If, for your nomination, you have completed an OGE Form 278 Executive Branch Personnel Public Financial Disclosure Report, you may check the box here to complete this section and then proceed to the next section.)

As of the date of filing your OGE Form 278, report your agreements or arrangements for: (1) continuing participation in an employee benefit plan (e.g. pension, 401k, deferred compensation); (2) continuation of payment by a former employer (including severance payments); (3) leaves of absence; and (4) future employment.

Provide information regarding any agreements or arrangements you have concerning (1) future employment; (2) a leave of absence during your period of Government service; (3) continuation of payments by a former employer other than the United States Government; and (4) continuing participation in an employee welfare or benefit plan maintained by a former employer other than United States Government retirement benefits.

Status and Terms of Any Agreement or Arrangement	Parties	Date (month/year)

None, other than continued participation in the K&L Gates LLP defined benefit pension plan.		

10. Lobbying

In the past ten years, have you registered as a lobbyist? If so, please indicate the state, federal, or local bodies with which you have registered (e.g., House, Senate, California Secretary of State).

No.

11. Testifying Before the Congress

(A) Do you agree to appear and testify before any duly constituted committee of the Congress upon the request of such Committee?

Yes.

(B) Do you agree to provide such information as is requested by such a committee?

Yes.

[Letters from the Office of Government Ethics]

UNITED STATES OFFICE OF
GOVERNMENT ETHICS

OCT 15 2015

The Honorable Johnny Isakson
Chairman
Committee on Veterans' Affairs
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

In accordance with the Ethics in Government Act of 1978, I enclose a copy of the financial disclosure report filed by Michael J. Missal, who has been nominated by President Obama for the position of Inspector General, Department of Veterans Affairs.

We have reviewed the report and have obtained advice from the agency concerning any possible conflict in light of its functions and the nominee's proposed duties. Also enclosed is an ethics agreement outlining the actions that the nominee will undertake to avoid conflicts of interest. Unless a date for compliance is indicated in the ethics agreement, the nominee must fully comply within three months of confirmation with any action specified in the ethics agreement.

Based thereon, we believe that this nominee is in compliance with applicable laws and regulations governing conflicts of interest.

Sincerely,

David J. Apol
General Counsel

Enclosures

1201 New York Avenue, NW, Suite 500 | Washington, DC 20005
www.oge.gov

[Letter from the nominee to the Office of General Counsel, U.S. Department of Veterans Affairs]

October 2, 2015

Mark T. Jaynes
Alternate Designated Agency Ethics Official
810 Vermont Avenue NW
Washington, D.C. 20420

Dear Mr. Jaynes:

The purpose of this letter is to describe the steps that I will take to avoid any actual or apparent conflict of interest in the event that I am confirmed for the position of Inspector General of the Department of Veterans Affairs.

As required by 18 U.S.C. § 208(a), I will not participate personally and substantially in any particular matter in which I know that I have a financial interest directly and predictably affected by the matter, or in which I know that a person whose interests are imputed to me has a financial interest directly and predictably affected by the matter, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2). I understand that the interests of the following persons are imputed to me: any spouse or minor child of mine; any general partner of a partnership in which I am a limited or general partner; any organization in which I serve as officer, director, trustee, general partner or employee; and any person or organization with which I am negotiating or have an arrangement concerning prospective employment.

I will divest my interests in the entities listed on Attachment A within 90 days of my confirmation. With regard to each of these entities, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of the entity until I have divested it, unless I first obtain a written waiver, pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

I understand that I may be eligible to request a Certificate of Divestiture for qualifying assets and that a Certificate of Divestiture is effective only if obtained prior to divestiture. Regardless of whether I receive a Certificate of Divestiture, I will ensure that all divestitures discussed in this agreement occur within the agreed upon timeframes and that all proceeds are invested in non-conflicting assets.

If I rely on a *de minimis* exemption under 5 C.F.R. § 2640.201(b) with regard to any of my financial interests in sector mutual funds, I will monitor the value of those interests. If the aggregate value of my interests in sector mutual funds that concentrate in any one sector exceeds $50,000, I will not participate personally and substantially in any particular matter that to my knowledge has a direct and predictable effect on the financial interests of any holdings of the funds that are in the specific sector in which the funds concentrate, unless I first obtain a written waiver pursuant to 18 U.S.C. § 208(b)(1), or qualify for a regulatory exemption, pursuant to 18 U.S.C. § 208(b)(2).

Upon confirmation, I will withdraw from the partnership of K&L Gates, LLP. Before I assume the duties of the position of Inspector General, I will receive a refund of my capital account, the balance of my draw account, and a partner equity distribution, which includes my allocated share of the partnership's income based on the firm's operations through the date of my withdrawal. For a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know that K&L Gates, LLP is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d). In addition, I will not participate personally and substantially in any particular matter involving specific parties in which I know a former client of mine is a party or represents a party for a period of one year after I last provided service to that client, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Upon confirmation, I will resign from my position as the Chair of the Independent Review Committee with Vanguard Investments Canada, Inc. For a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know Vanguard Investments Canada, Inc., is a party or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

Prior to appointment as Inspector General of the Department of Veterans Affairs, I will resign from my position as a trustee of Washington & Lee University. For a period of one year after my resignation, I will not participate personally and substantially in any particular matter involving specific parties in which I know Washington & Lee University is a party, or represents a party, unless I am first authorized to participate, pursuant to 5 C.F.R. § 2635.502(d).

I understand that as an appointee I am required to sign the Ethics Pledge (Exec. Order No. 13490) and that I will be bound by the requirements and restrictions therein in addition to the commitments I have made in this ethics agreement.

Finally, I have been advised that this ethics agreement will be posted publicly, consistent with 5 U.S.C. § 552, on the website of the U.S. Office of Government Ethics with ethics agreements of other Presidential nominees who file public financial disclosure reports.

Sincerely,

Michael J. Missal

Attachment A

Vanguard Health Care Fund Admiral Shares
American Airlines Group
Apple
AT & T
Bank Of America
Berkshire Hathaway
BP (ADR, Nasdaq)
Carlyle Group LP
Caterpillar
Chubb Corp.
Cisco Systems
Citigroup
Community Bankers Trust
Crossroads Systems
Discover Financial Services
Discovery Holdings Corp. (Trades As Discovery Minerals Ltd)
EBay
Express Scripts
Facebook
Goldman Sachs
Google A
Google C
Hilltop Holdings Inc.
IBM
IShares Nasdaq Biotechnology Index ETF
Johnson & Johnson
Kennedy-Wilson Holdings Inc.
Kingsway Financial Services Inc.
KKR & Co, LP
Metlife Inc.
Morgan Stanley
Mueller Water Products, Inc.
Novartis Ag ADR (NYSE)
Pico Holdings
PayPal Holdings
Procter & Gamble
SPDR S&P Biotech ETF
Stryker Corp.
Tetra Tech Inc.
Timken Co.
Toyota Motor Corp.
Verizon Communications
Accuray Inc.
Ally Financial Inc.

Bank Of New York Mellon Corp.
Baxalta Inc. (BXLT)
1347 Property Insurance Holdings Inc.
Baxter International Inc.
Bluestem Group (OTC Mkts: BGRP)
Bristol-Myers Squibb
Comcast Corp.
Micron Technology, Inc.
Microsoft Corp.
Qualcomm, Inc.
Southwest Airlines Co.
Starwood Hotels & Resorts
United Rentals Inc.
Ventas Inc.
Leucadia National Corp.
Dow Chemical Co.
New Residential Investment Corp
Two Harbors Investment Corp.
Unilever PLC (ADR) (NYSE)
PennantPark
Saratoga Investment Corp

Chairman ISAKSON. Thank you for your testimony. We will have 5-minute questions from each of the Members. We will alternate Republican and Democrat after Ranking Member Blumenthal has asked his questions, and I will open the initial questions.

You were on the Management Committee at K&L Gates. Is that correct?

Mr. MISSAL. That is correct.

Chairman ISAKSON. How many people did you manage at K&L Gates?

Mr. MISSAL. The firm is made up of about 2,000 attorneys and professionals.

Chairman ISAKSON. How many did you manage yourself?

Mr. MISSAL. As a practice area leader, I have a little more than 200 professionals and attorneys that I manage.

Chairman ISAKSON. Do you know how many employees there are at the Inspector General's Office of the VA?

Mr. MISSAL. There are about 650.

Chairman ISAKSON. Almost 700, so you are about three times as many people as you manage at K&L. It is a big job.

Your interest in this job, you did not apply for the position of Inspector General. Is that correct?

Mr. MISSAL. I did apply through the Council of Inspectors General for a position as an Inspector General.

Chairman ISAKSON. As an Inspector General, but not necessarily the one at the VA.

Mr. MISSAL. Correct.

Chairman ISAKSON. OK. You are aware that the Under Secretary for Benefits recently resigned from the Veterans Administration?

Mr. MISSAL. I am.

Chairman ISAKSON. That an employee of the Veterans Administration at the Charlie Norwood VA in my homestate of Georgia was indicted——

Mr. MISSAL. I am aware of that.

Chairman ISAKSON [continuing]. In relation to appointments?

Mr. MISSAL. Yes.

Chairman ISAKSON. That there are continued concerns about data manipulation, and, in fact, the IG reported recently there was a culture of manipulation of statistics within the VA to change the way things looked when they really were not represented properly, and continued concerns about retaliation against whistleblowers, which you will directly address in just a second, continues at the Veterans Administration?

Mr. MISSAL. Correct.

Chairman ISAKSON. Are you prepared to embrace aggressively all four of those particular problems that confront us today?

Mr. MISSAL. I am.

Chairman ISAKSON. What would you do in particular, starting with the manipulation of numbers for the purpose of earning bonuses or other things, end results that benefit the employee and are no benefit to the veteran? What would you do from your experience, and what would you implement or get the VA to implement that could help get us over this hump and get people doing things the right way for the right reasons?

Mr. MISSAL. Sure. With respect to that particular issue, that seems to fall directly into the IG's mandate with respect to fraud, waste, and abuse. I would take a fair, objective, and aggressive look at it, and, if appropriate, take the necessary action. That would include making recommendations as well as to how to improve the system that is in place.

Chairman ISAKSON. That is a question of data integrity, is it not?

Mr. MISSAL. It could be, yes.

Chairman ISAKSON. In your many investigations that you alluded to in your opening testimony, how many of them dealt with data integrity or the manipulation of data for the purposes of nefarious purposes?

Mr. MISSAL. Several of them have.

Chairman ISAKSON. How did they come out?

Mr. MISSAL. They came out that we found that there was manipulation and that we worked through both the system, the automated systems in place, and the people in place.

Chairman ISAKSON. The reason I am so insistent on this particular point is I have great regard for Bob McDonald and the people of the VA trying to do the best job that they can, but it has become obvious to me that there has been a culture of manipulation of statistics within the VA for a long period of time that has got to be stopped and ended. We have got to change it from a negative culture to a positive culture, which in the end, has got to be done from the outside. Quite frankly, the IG's Office is the closest thing to the outside we have got with an insider, and that is going

to be the important thing you are going to have to do for this Committee and for the American taxpayer.

Do you think you have the experience to tackle the job from the beginning and accomplish what is already in short supply, which is integrity within the VA?

Mr. MISSAL. I do, sir.

Chairman ISAKSON. What do you think is the most important quality that you bring to the job that will allow us to accomplish that where we have not before?

Mr. MISSAL. I think I bring a number of different qualities: one is independence; second is aggressiveness; and, third, the skill set to do investigations to determine what actually happened.

Chairman ISAKSON. You are also aware that we have had an acting IG Director now for about 18 months without a permanent one. Is that correct?

Mr. MISSAL. That is correct.

Chairman ISAKSON. The minute a permanent one is confirmed, and if it is you, there is going to be tremendous scrutiny and responsibility on your shoulders to turn the ship and get the VA and the IG's Office cooperating in fixing the wrongs and righting the rights within that organization. That will be your first order of business?

Mr. MISSAL. That is right, sir.

Chairman ISAKSON. That is what this Committee is going to look for you to do.

Now I will turn to Senator Blumenthal for his questions. Richard?

Senator BLUMENTHAL. Thank you. As you know, a scheme was recently revealed that was carried out by a number of senior executives at the VBA to skirt the salary and bonus limitations in effect by unnecessarily relocating executives and using those moves to justify the increases in their pay and relocation benefits. The Inspector General, the acting person in that role, reported that employees "improperly used their positions of authority for personal and financial benefit" when they forced the transfers of lower-ranking officials and then filled the vacancies themselves.

As you may also know, the Inspector General in this particular instance failed to share in a timely manner with the VA's Office of Accountability Review the information the IG used to make its recommendation that the VA consider administrative action against some senior executives.

If confirmed, I would like you to commit that you will share information within the VA and with this Committee in as timely a way as possible so it can bring swift action to hold accountable anyone who has violated the law or the rules of the VA.

Mr. MISSAL. I will commit to do so.

Senator BLUMENTHAL. As I mentioned earlier, one of my criticisms of the VA Inspector General Office has been the failure to work as closely as perhaps should have been done within the Department of Justice. As you know from your experience, the Department of Justice has powers that the VA Inspector General does not have. Could you outline for the Committee your view of the relative advantages of working closely with the Department of Justice and how you view those advantages going forward?

Mr. MISSAL. Sure. Accountability is obviously a key issue. Bringing criminal sanctions is as strong an action of accountability as you are going to find. I see the Department of Justice as a strong partner of the Office of Inspector General. I would work with the appropriate people at the Department of Justice to make sure they understand how important this is to the VA and establish a good relationship with them.

Senator BLUMENTHAL. The Department of Justice can empower or empanel a grand jury, can it not?

Mr. MISSAL. Correct.

Senator BLUMENTHAL. The Inspector General cannot.

Mr. MISSAL. Correct.

Senator BLUMENTHAL. A grand jury can issue subpoenas and compel testimony, correct?

Mr. MISSAL. Correct.

Senator BLUMENTHAL. Whereas, the Inspector General cannot.

Mr. MISSAL. Correct.

Senator BLUMENTHAL. In my view, the Department of Justice is an important partner when there is a suspicion, a credible and substantial suspicion of criminal wrongdoing. I hope that you will involve the Department of Justice as a partner, where appropriate, in your efforts.

As you know, last summer VA Secretary McDonald commendably established the Office of Accountability Review, which I referred to earlier, to ensure that there is leadership accountability for whistleblower retaliation. The VA has also improved its collaboration with the Office of Special Counsel, which is the independent office responsible for overseeing whistleblower disclosures and investigating whistleblower retaliation across the Federal Government.

I think these steps are good ones. They are good first steps. More needs to be done to ensure that whistleblowers are not retaliated against and that disclosures of wrongdoing are properly addressed. I will be introducing legislation to achieve that goal. I hope it will be bipartisan legislation.

Given your experience, very extensive and impressive experience with whistleblower investigations, could you give me your impression of the VA's methods in the past for receiving and protecting whistleblower complaints?

Mr. MISSAL. Well, I know, based on published information I have seen, the Inspector General's Office believes whistleblowers are very important to their mission. However, there have been a number of reports out there that whistleblowers do not seem to be fully satisfied. One of the things I would do, which would be a priority, would be to try to create an environment where whistleblowers feel confident that their concerns are going to be looked at fully, fairly, and objectively, because I believe very strongly that whistleblowers can really aid in terms of getting the information necessary for the Inspector General.

Senator BLUMENTHAL. Thank you very much. My time has expired. I have a few more questions, but in deference to my colleagues, I am going to end here. We may come back to you if time permits. Thank you very, very much, and, again, my thanks to you and to your family for their service.

Chairman ISAKSON. Senator Rounds.

HON. MIKE ROUNDS, U.S. SENATOR FROM SOUTH DAKOTA

Senator ROUNDS. Thank you, Mr. Chairman.

Mr. Missal, first of all, I want to thank you for taking the time to reach out to our office. I appreciated the opportunity to visit with you personally. As I told you in our first meeting, I questioned whether or not you had really thought this thing through, wanting to jump right into the middle of this. As Secretary McDonald has found out, I think this is like a swamp filled with gators. Every time you try to drain it, you have one more gator biting someplace that you do not like. Yet, at the same time, you are volunteering to step into this mess, where you can play an integral part in fixing this for veterans across the United States.

I think there are some things here that are going to stand in your way of getting that done, and I would like to give you an opportunity to specifically address some of those for everyone here.

You have got great private practice experience. You come with a wealth of private background, information, education, and so forth, and clearly, you have been successful. But, if you take a look at what has happened in the rest of Government—and I am not going to claim this to be successful in Government, but if you take a look at what has been the past practice, 6 out of the 11 Senate-confirmed IGs for Cabinet-level agencies have first served as the IG for a smaller agency. You do not have any experience as an IG. Of the remaining five Senate-confirmed IGs for Cabinet-level agencies, two first served leadership roles at IG offices. The remaining three Senate-confirmed IGs for Cabinet-level agencies all first had significant experience with Federal criminal investigations or prosecutions. Since the VA became a Cabinet-level agency, every single Senate-confirmed IG has had prior experience as an IG in a leadership role at an IG office or in a Federal criminal investigation.

Sell yourself. How are you going to make up for the lack of experience in an IG office walking in with a large group of over 650 members who are IGs and work in an IG office? How do you go about bringing them onto your team? Why do you have the capability and the private experience that would equal or surpass what we would expect from other individuals working through the experience in an IG's Office?

Mr. MISSAL. Sure. Well, first of all, I have been in the Government before. I worked as a prosecutor at the Securities and Exchange Commission, so I have gotten that experience there.

Since I have been in private practice, I have worked very extensively with Government officials, other regulators, prosecutors, and inspectors general as well. In addition, my experience in the private practice has been really focused on the three main areas that you are looking for in an IG, which are: investigations; audit; and inspections. I think I can take that experience and I can demonstrate to the office that I am somebody who could be a highly effective Inspector General.

Senator ROUNDS. There has been a discussion already about data integrity and the fact that the Acting Inspector General now has testified that the Inspector General's office cannot trust VA self-reported data showing a reduction of the backlog of disability claims, and they move on through this process. I am sure you are aware of that. How do you go fixing this system if you cannot trust the

data from the system itself? What would you recommend to begin getting accurate data so that you can make good recommendations?

Mr. MISSAL. One thing you are going to want to do is to be testing it, testing whatever information you are getting, if you do have a question about it, to see if there are any red flags or other issues that raise a question. Then, in other situations, what has been done is they brought in a third party as well. If you cannot trust what you are getting in a certain situation, sometimes bringing in a third party, sometimes on a temporary basis, has been very helpful.

Senator ROUNDS. A significant part of the VA's responsibilities has to do with the delivery of health care. Do you have a background in the delivery of health care or in reviewing and looking at health care delivery systems?

Mr. MISSAL. I do. I have been involved in several cases involving health care. In addition, as part of my management responsibilities, I manage our nationwide health care practice.

Senator ROUNDS. You have had several months now to look at the VA as an outsider looking in. As an Inspector General, what is the first thing you do when you walk in the door, should you be selected to do this job?

Mr. MISSAL. The first thing I would do would be to immerse myself into the IG's Office, to review the practices, the policies, the priorities that they have, and to make any improvements that I believe are necessary.

In addition, I think it is critically important to meet with senior management as well. I understand you need to be independent from management of the VA. There is a very important independence responsibility. On the other hand, I think you need to make sure that they understand that they have somebody who is going to look at things fairly and objectively, because I think you want to get out in front of some of these issues before they become bigger issues, and part of that is getting to talk to management and seeing what their issues are.

Senator ROUNDS. My time has expired, but I would ask one last question, a yes or a no answer, I believe. You are going to need a plan. Would you commit that you will bring back to this Committee a plan for putting this in order so that you can actually lay out for the Secretary a pathway forward so that he can actually get things done in there? Would you commit to providing a plan of how you can be an effective IG when the time comes?

Mr. MISSAL. Yes.

Senator ROUNDS. Thank you.

[See the posthearing response to question 12, for the full explanation.]

Senator ROUNDS. Thank you, Mr. Chairman.

Chairman ISAKSON. Senator Manchin.

HON. JOE MANCHIN III, U.S. SENATOR FROM WEST VIRGINIA

Senator MANCHIN. Thank you, Mr. Chairman, and thank you, Mr. Missal. Also, I want to thank you for showing the courtesy of stopping by. We had a nice conversation. I enjoyed that. I also want to thank you for having the interest in public service. It is so hard to get people of your quality and your caliber that will give

something back to their country. You did it on the beginning of your career and at the end of your career. You have made that commitment, and I thank you for it.

In West Virginia—everyone here has a story of a VA catastrophe, if you will, if something has happened in their State with their veterans who we are supposed to take care of. In my State, this past April the Office of Special Counsel released a report that substantiated a whistleblower's allegation of the Beckley VA hospital switching antipsychotic drugs based on cost, which is against VA's policy. One of the recommendations provided by the investigators was to take appropriate action against the leadership and others as warranted. Beckley says, their M.D.,—that they remedied the situation, but as far as we can tell, no one has been held accountable at all. As a matter of fact, the person who was in charge of the VA in Beckley has been promoted to a higher position in the VA.

These are things that just lead people to give up. Whether it be a whistleblower or not, they see wrongdoing, and they do not think anything will happen. I am not sure, because I just do not know what ability you will have to enforce this. Once you find wrongdoing, what is your role then?

Mr. MISSAL. My role is to issue reports and, depending on the seriousness, perhaps talk to leadership, and ultimately come to Congress, if necessary.

Senator MANCHIN. You would have the ability to come independently to us and say, "Listen, these are the wrongdoings that we have seen. No action has been taken and I believe that there is justification to take action?" If it is not being done within the VA, you are saying you would come to this Committee maybe or to an appropriate Committee and allow us to take action?

Mr. MISSAL. Absolutely.

Senator MANCHIN. That needs to be done. Also, I think that Senator Rounds hit on some good points. There is not that much time left in this administration, and for you to take on this task—it has been vacant for 16 months, I believe. You will have less than 16 months.

I know you will be confirmed. With that being said, you have got to hit the ground running and to make a difference. I do not think you come here just to hold a place.

I would just say again, as everyone has asked here, what is your first priority that you see the greatest attention needed in that job the first day you walk in?

Mr. MISSAL. I think it is really to get to know the priorities, the practices, and really start to turn around the credibility issues that I believe some have with the VA. So, I think it is really to look and see what are the most important things.

Senator MANCHIN. Do you believe the agency—I mean, in your department, do you believe that is top-heavy, close to 700 people?

Mr. MISSAL. I do not know if it is top-heavy. I know they are spread out, and they certainly issue a lot of reports.

Senator MANCHIN. Not a whole lot is done with the reports. That is the problem that we are talking about.

I noticed the past published work of your law firm and organization. You say it is not merely enough to have a whistleblower hot-

line; there has to be a real incentive and culture of trust for whistleblowers so they feel like they can come forward.

Judging from the past testimony of whistleblowers who worked for the VA that we have had here and reports from organizations such as the Project on Government Oversight, the VA has a recorded history of reprisal against employees who dared to report wrongdoings. One could argue that the culture of trust is not only broken, but it is now absolutely nonexistent. I do not know how you repair that in 15 months.

Mr. MISSAL. I think it is a challenge, but that is something I will focus on.

Senator MANCHIN. Because people are not coming forward; I think they are afraid to come forward now.

Mr. MISSAL. Hopefully I can persuade them that the environment is going to change, work hard and make sure they understand that their concerns are going to be fairly and appropriately reviewed.

Senator MANCHIN. Thank you, Mr. Chairman. Thank you, sir.

Chairman ISAKSON. Thank you, Senator Manchin.

I am going to take the Chairman's privilege of just taking a follow-up on one thing that Senator Manchin just said. Your oblique answer that they issue a lot of reports with kind of a twinkle in your eye, I would like to make that a compound sentence and say we would like to see them come up with a lot of results. Anybody can report on problems and describe what is wrong. It is about time we started getting some results. Hopefully we can have an agency that is a catalyst for the Secretary and the employees of the VA to get those results. I just had to throw that in because it was a great lead-in. Thank you, Senator Manchin.

Senator Boozman?

HON. JOHN BOOZMAN, U.S. SENATOR FROM ARKANSAS

Senator BOOZMAN. Thank you, Mr. Chairman, and thank you for being here, Mr. Missal. I really enjoyed when you came by and we got to visit in the office. This is such a huge job. You know, we count on the IG to use its authority and really help make aware to Congress what is going on, make aware to the Secretary, so that we can, you know, all work together to fix the problems that we have.

I guess one of the things that people wonder about—you are blessed, you have been part of the tremendously successful practice, you know, you have done lots of things. Why do you want to do this? There is mention of your dad and things like that. I appreciate the fact that you do want to do it, but what is driving you to really jump out? This is a huge task. Tell us why you want to do it.

Mr. MISSAL. Sure. I have always thought I was going to be in public service my entire career. I took a detour. I thought I was going to be there for a short time. It turned out to be 28 years. I have had a great practice. I have gotten a lot of skills and a lot of things that I have learned in those years in private practice.

I have always wanted to go back, and I felt that my experience fits perfectly in with the responsibilities of an IG, and just seeing the issues at the VA, I am very committed to doing what I can to help out.

Senator BOOZMAN. You have had experience a lot in the financial sector, overseeing things like that. The VA is unique in the sense it has got so many things; so much of it is health care-related. You know, there is concern about your health care experience. Then, you have got the waste and fraud component, and then also the problem of the various programs that we have in place, actually making sure that those programs are working.

Can you tell us again, based on your past experience—like I say, there is concern about your health care experience, experience in some of these matters. How does your past investigative experience, how does that all work together? Does that make sense?

Mr. MISSAL. Yes.

Senator BOOZMAN. In other words, what is the common component to getting in and investigating something and doing a good job?

Mr. MISSAL. I have been involved in investigations in a number of different industries and issues, and what you need to do is really learn those issues as well as the experts. I have done that in a number of different industries.

For an investigation to be successful, you are trying to accomplish at least five things: you want it to be objective; you want it to be fair; you want it to be thorough; you want it to be timely; and you want it to be accurate. I think that goes across any kind of industry, whether it is health care, whether it is the financial sector, or any other sector.

Senator BOOZMAN. Just looking from the outside—and I know this is difficult, but, you know, we have these huge cost overruns and things like that. Can you comment about how you prevent things like that from happening? You know, what is the answer to actually jumping in there and trying to help us get control of that?

Mr. MISSAL. Sure. I think every situation is going to be a little different. It is hard to say one solution fits everything.

On the other hand, that is why you have audits: to take a look, test, and see at an early stage. If there are issues, if there are red flags that come up, you are then able to deal with them as quickly as possible before they become bigger problems.

Senator BOOZMAN. Thank you, Mr. Chairman. Thank you, Mr. Missal.

Chairman ISAKSON. Thank you, Senator Boozman.

Senator Tester?

HON. JON TESTER, U.S. SENATOR FROM MONTANA

Senator TESTER. Thank you, Mr. Chairman.

I want to echo what so many folks have said here. We appreciate your standing up to take the job. It is not going to be an easy job. I think that we all want you to do the very best you can because it is a very, very important job. So, we appreciate your willingness to take it on.

How aware are you—I mean, you talked about K&L Gates having 200 direct management; there are 650, close to 700 in the VA. Have you had a chance to look at the structure within the IG of the VA to see—is that something you have been able to do yet, to see what kind of management team you will have around you in the IG's Office?

Mr. MISSAL. Not in any great detail, no.

Senator TESTER. OK. Can you remember what K&L Gates' budget was for your department?

Mr. MISSAL. For the Policy and Regulatory, it is a little more than $200 million, I believe,

Senator TESTER. $200 million?

Mr. MISSAL. Yeah.

Senator TESTER. Really? Well, because I think we just passed a $71.2 billion budget for the VA. Is that correct? I do not know if we are quite there, but it is in that ballpark. If my staff is good at what they do, they told me that the budget for Office of Inspector General is about $127 million.

Mr. MISSAL. That is correct.

Senator TESTER. Is that adequate?

Mr. MISSAL. I believe that is what I have read in——

Senator TESTER. The question is not, is it accurate; is it adequate? Do you feel that is adequate if, in fact, K&L Gates, a $1 billion company—I think that is what you said—puts about a fifth of their resources into that.

Mr. MISSAL. It is hard to say at this time. Obviously, that would be one of the things I would be looking at, is the adequacy of the budget, whether the resources are appropriate. Certainly, I would raise that issue if I felt that it was not.

Senator TESTER. OK. Look, you are going to be pounded by a lot of different folks from here and everywhere about inspections they want you to do. How do you remain independent without being influenced by the VA?

Mr. MISSAL. That is a tenet of this job. It is critical to the job. It is one of the requirements under the Inspector General Act of 1978. You have to have the integrity to stand up and say, "I am going to be independent and not be unduly influenced." I believe I can do that.

Senator TESTER. OK. So, how do you handle it if somebody comes in and says, "You know, you are really barking up the wrong tree here, Inspector. You ought to just leave this alone and go a different direction"?

Mr. MISSAL. It takes zero tolerance. I do not even like the appearance of not being independent. If necessary, take the appropriate action if somebody persists.

Senator TESTER. What would that appropriate action be?

Mr. MISSAL. It could go as far as informing this Committee and Congress about it.

Senator TESTER. OK. You have had an extensive background as an investigator, as you have already talked about. What are the primary attributes to have a productive and effective investigation?

Mr. MISSAL. I think what you want to do—it needs to meet certain criteria. You know, most importantly perhaps is you want it to be accurate. You need it to be timely so it is relevant to whatever you have. You need it to be objective and fair just so people believe that they have been given the right opportunity, and you do not want anybody attacking it saying that they have not been able to give information. Finally, it needs to be thorough. It really needs to cover the issue, because at the end of the day you do not want somebody coming in and saying, "Well, it was good what you

did, but we still have this whole other issue that you did not look at."

Senator TESTER. I am going to ask you a really unfair question now. If it is a complex issue, for instance, what happened in Phoenix a few years back—and I do not know if you are familiar with that or not. How long should those investigations take?

Mr. MISSAL. It is really hard to say. You can do sort of a quick assessment, you know, for something like a Phoenix situation in months, probably. But, it really depends on all the facts and circumstances as to how long it is going to take.

Senator TESTER. All right. Very good. Well, thank you for your willingness to do it. I would just say, Mr. Chairman, that I think the quicker the better as far as confirmation of this young man. Thank you.

Chairman ISAKSON. Thank you, Senator Tester, and I am sure he appreciates the "young man" comment. [Laughter.]

Senator Cassidy?

HON. BILL CASSIDY, U.S. SENATOR FROM LOUISIANA

Senator CASSIDY. Hi, Mr. Missal. I enjoyed our meeting. Thank you for coming by the office.

I am the physician on the Committee, so you might guess, I have become kind of like—people channel their physician-type concerns to me. Let me just kind of pursue this.

We have had testimony from the physicians within the VA. They have made statements which plausibly seemed plausible. But, with my physician background, I knew enough to scratch a little bit deeper; with just that minimal bit of scratching, it was clear that there was a gross deficiency.

Now, the folks who are concerned about your nomination—and I would be lying if I did not say there were some that are—say the fellow, speaking of you, not disrespectfully, may have as an attorney looked into a health care case, but if you look at your resume, that is a small part of your book of business, and other than that, you do not have health care. Whereas, I might say, "Well, you have one pain management program in Cleveland, why is it only in Cleveland when you have a rate of opioid addiction which is way out of the norm." Their point would be, "Hmm, would this gentleman know that opioid addiction is an addiction? Maybe yes, but what about another issue which is less topical?"

As Senator Rounds said, sell yourself. To those folks who are saying, "Really a very small part of his resume is health care, and yet he is going to be leading the second largest agency in the U.S. Government, which is principally dedicated to health care," how would you respond to them?

Mr. MISSAL. I would respond that, first of all, I have had health care experience. Second, I——

Senator CASSIDY. Now, the health care experience, though, to their point, would be that it is merely as an attorney—not minimizing the role of an attorney—but not as someone who organically—not a nurse or a hospital administrator or such like that.

Mr. MISSAL. Correct. That is correct. Second, I manage health care lawyers and others at the firm. We have retained experts. I have worked with physicians and others in the health care indus-

try. Third, and maybe most importantly, in any issue I have, immersed myself into it. I get to know it as well as anybody who has worked in that area. That is what I would expect to do in this situation. I would immediately get involved in all of the issues, which I am very confident that I can—to the extent I need additional education on it, that would come very quickly.

Senator CASSIDY. Now, let me ask—again, since we met I have been trying to learn more about this. I understand when the IG meets with Secretary McDonald, there is an iterative process, and that, if you will, they might push back; then you would push, they would push, and you would try to come to some sort of "is this plausible or not?" So, it does seem intuitively to me that the more organically that you know something, not as, "Well, I have got a final exam," but, rather, "I have been living this for 30 years," the more you would know when the person with whom you are speaking was speaking out of turn as opposed to, "Hey, that sounds"—"I did not think about it that way." Do you follow what I am saying?

Mr. MISSAL. Yes.

Senator CASSIDY. Now, knowing that you will immerse yourself, do you still feel as if you will have that sort of organic understanding of what, arguably, is one of the most complicated agencies in the Federal Government?

Mr. MISSAL. Yes. In response to that question, on the IG's staff there are a number of physicians and other health care professionals, so I will rely heavily on them as well in terms of their expertise. I believe that the expertise is currently within the staff. To the extent it needs to be supplemented or expanded, then that is something to be looked at.

Senator CASSIDY. Now, I also see the IG as being the prime mover, that among every—it is a target-rich environment, right? I told someone my grandson could be the head of the IG, and he would find a lot wrong with the VA. I say that with a smile, and then I kind of, "Oh, my gosh, isn't it true?"

It will also be up to you, I presume, to prioritize. If you have limited resources which are stretched thin, including some physicians, nurses, et cetera, those with expertise, again, reassure them that you would be able to pick out, well, this is really a top priority, and this may be less so even though it might be egregious in its own right, in the relative degree this less so. How would you establish that pecking order, again, reassuring those who come to me and say, "Listen, the fellow does not have that organic understanding."

Mr. MISSAL. Sure. I think that would be in consultation with others in the office to see what the current priorities are, and then to discuss it with them to see whether or not those priorities need to be changed in any way. I think it will be something that we are going to look at very carefully as to the various partners and ask, are we really focused on the right ideas.

Senator CASSIDY. I yield back. Thank you.

Chairman ISAKSON. Thank you, Dr. Cassidy.

Senator Brown?

HON. SHERROD BROWN, U.S. SENATOR FROM OHIO

Senator BROWN. Thank you, Mr. Chairman. I join colleagues, Mr. Missal, in thanking you for doing this and for coming to each of our individual offices to talk to us.

I want to emphasize a question that Senator Blumenthal asked about whistleblower retaliation. I know you answered that, and you answered in my office, too. I just want to emphasize and underscore how important that is.

I listen to all of us at these hearings talk about all the problems with the VA, and we all were pretty outraged by some of the things that happened 2 or 3 years ago. I just think, though, it is important to kind of turn the blame not just on VA administration and a few, maybe more than a few, of the employees at the VA that did not do their jobs right. I get all that. But, I think it is also important to always put it in the context of when we went into Iraq, the President of the United States and many of the officials in the White House and the Department of Defense said this would be a—this war would not last very long. There was no interest in Congress—I should not say that. There was little interest in Congress and almost none in the White House that it is important to be able to scale up the VA, to take care of these soldiers, Marines, and airmen and women that were in the Middle East, that were in Iraq. The number of—none of them, none of the people that planned that war ever really came to Congress and said, "It is important that the VA be equipped for these huge numbers of casualties," many more serious casualties than we had been used to from other wars, because those soldiers died on the battlefield before, now not so much. These survivors are going to live difficult and very-expensive-to-taxpayers lives in the future. We talked about little of that here because we had an administration that had no interest in exploring that.

At the same time, we really did not see what was going to happen or we should have seen and planned for more of what was going to happen with Agent Orange, with presumptive eligibility, and all the veterans coming in the last 15 years to the VA.

I think it is important to keep that context while we all point fingers at Government bureaucrats and point fingers at a Veterans Administration that has, frankly, done a pretty good job. When I visit community-based outpatient clinics—we have maybe 30 of them in Ohio, 29, 30, 31. I visit them in my hometown of Mansfield or Springfield or Parma or Akron and see what they do and go to the VA hospitals in Dayton and Cleveland and Cincinnati and see the work they do. It is pretty darn good most of the time. I just want to say that because I think it is important to put that in context.

I have one comment/question based on the Chairman's question regarding transparency and confidence. All that aside, because politicians rarely talk about what we did not do, Congress and the President, a decade ago, we would rather always point to Government bureaucrats because that is always an easier attack. It makes it that much harder for you as a new Inspector General to figure out how you, bring transparency and build the kind of confidence that the public expects to have in the VA itself and in the Inspector General. Talk through and expand a little on what you said to

Chairman Isakson. How are you going to do that? Because it is important that—for the VA to operate as well as it should, it is important that Americans have, that veterans and families of veterans have confidence in what you do and especially what the VA nurses, doctors, physical therapists, and psychologists do.

Mr. MISSAL. Sure. I strongly believe that to improve the trust and confidence that people have in the Office of Inspector General, transparency is one of the ways that can assist there, which is making sure that the reports that are issued are clear, they cover the right areas, and they really focus on the issues.

In addition, with respect to the working of the office, to the extent you do not necessarily have a report, there could be statements put out and other communications, just so people understand what the office is doing, the challenges it is having, the issues it is seeing, et cetera. So, I expect to have a highly-communicative office.

Senator BROWN. Thank you. Mr. Chairman, thank you.

Chairman ISAKSON. Thank you, Senator Brown.

Senator Sullivan?

HON. DAN SULLIVAN, U.S. SENATOR FROM ALASKA

Senator SULLIVAN. Thank you, Mr. Chairman, and thank you, Mr. Missal, for your willingness to serve. I was going to ask the question Senator Boozman mentioned about why do you want the job. I think that is always an important one, particularly a very important job like this, but as you have heard, a job that is probably going to not be easy by any stretch.

Let me ask just a couple basic questions and maybe a hypothetical or two. As the IG, who do you think your most important client is?

Mr. MISSAL. I think the most important clients are the veterans and the American public.

Senator SULLIVAN. Good. Do you think our veterans have lost faith in the VA?

Mr. MISSAL. Based on what I have read, a number of veterans seem to have lost faith in the VA.

Senator SULLIVAN. So, how do we get it back?

Mr. MISSAL. I think it is just making the VA a better agency, more effective, and part of the way you do that is by having an Inspector General's Office that is identifying issues, making recommendations, and having those recommendations be implemented.

Senator SULLIVAN. How about the issue of accountability for the VA?

Mr. MISSAL. I think that is an important issue, as well.

Senator SULLIVAN. Do you think that—you know, you have been reading about it, veterans read about it, the American public reads about it, we read about it, big screwups in the VA, and then nobody ever, ever, ever seems to be accountable. Do you think that undermines the faith our veterans have in the VA?

Mr. MISSAL. People are asking the questions, so it undermines it, yes.

Senator SULLIVAN. To me, that would be one of the most important elements of the IG job, bringing back the issue of accountability. Would you agree with that?

Mr. MISSAL. I agree.

Senator SULLIVAN. Let me ask this, you mentioned a lot of the qualities. I think you have a lot of really important elements in your resume. You talked about skills, judgment, investigations, audits. I think another thing the IG has to have, though, is you mentioned independence. I also think aggressiveness needs to be part of those qualities. Can you provide some examples of that in your background, kind of tough examples where you need to be both tenacious and independent, maybe even independent of people who you ostensibly work for?

Mr. MISSAL. Sure. In some of the large, complex investigations I have done, I have needed to be independent, needed to be aggressive, needed to be fair, which is key, and accurate. In all the investigations that I have done, they have all stood up to the test of time.

Senator SULLIVAN. Give me an example more specific than just general.

Mr. MISSAL. I was appointed by the Department of Justice to be the examiner in the bankruptcy proceeding of New Century Financial, which was one of the largest subprime lenders. I put out a report about how the company was originating subprime mortgages and about all the problems at New Century.

Senator SULLIVAN. Let me ask more specifically. I think your relationship with the leadership of the VA, the IG, that is going to be really important. It is going to be kind of critical. I think a lot of us recognize that Secretary McDonald, Under Secretary Shulkin, and others are doing a good job, working hard, strong personalities there. But, let us say you went into the Secretary's office and said, "You know, Mr. Secretary, I am going to need access here. I want to meet three times a month just to let you know what we are doing, what is important." He said, "I am a busy guy. I do not want to meet with you three times a month." What would you say to the Secretary?

Mr. MISSAL. If I felt strongly, I would say, "Mr. Secretary, I believe it is important to meet three times a month."

Senator SULLIVAN. What would you say to the Secretary if you went to him on a big issue that you investigated and said, "Mr. Secretary, you need to take action on this. You need to fire five people in the VA," and he says, "I am not going to do that." What would you do?

Mr. MISSAL. It is his decision on those matters——

Senator SULLIVAN. Is it, though? I mean, you are independent. Whose decision is it?

Mr. MISSAL. It is his decision. I can make recommendations. I can put the facts out as I find them. It is ultimately his decision on what actions ultimately to take.

Senator SULLIVAN. So, you know, when you are talking about transparency, we were talking about at what point you would come to Congress. At what point would you come to Congress on something like that? Let us say you tell the Secretary, "You need to fire five people." He says, "No." At what point do you say, "I am going

to use my independent judgment, keep accountability to the veterans"—you do not work for the Secretary. I could not agree more with your answer. You work for the veterans of the United States of America. At what point do you, in your judgment, have to say, "I work for the veterans of the United States of America. The Secretary is not doing what I think is ethical. I am going to come to the Chairman of this Committee?" When do you do that?

Mr. MISSAL. I think, depending on the situation, a very serious matter may very well need to—but also you have the power of the pen to issue reports, to identify issues you think are important.

Senator SULLIVAN. What if an investigation you had found some kind of fraud in the Secretary's office or fraud in the White House? What would you do then?

Mr. MISSAL. I think that would be what I would consider a very serious situation and likely would be coming to this Committee.

Senator SULLIVAN. Can you be more definitive on that? Fraud in the Secretary's office or fraud in the White House relating to our veterans.

Mr. MISSAL. I think I would be coming to this Committee. It depends on the type of fraud, who was involved in the Secretary's office, the impact it had, et cetera. But, those sound like very serious situations.

Senator SULLIVAN. Thank you.

Mr. Chairman, I have a few more questions, but I will yield until there is another round, if that is OK.

Chairman ISAKSON. Well, we are going to do a quick round. I have a comment and a question, and then Senator Blumenthal has a question. Then we will go to you.

On the last question, I thought your answer was exactly correct, and I want to amplify on it for just a second. If you find fraud in the agency or if you find a less than cooperative spirit in the agency to cooperate with you, no matter how difficult the investigation, or if the Secretary found you to be very difficult to do business with from a standpoint of the way you were conducting your investigation, I would hope either one of you would come to this Committee, because we are the independent third-party arbiter if there is a difficulty. There should never be a case of fraud or criminal conduct or lack of cooperation between the agency and the Inspector General that does not ultimately come to us if it cannot be dealt with by both of you. I think that was an excellent question by Senator Sullivan. I appreciate very much him asking it, and I think your response was spot on, because I do not think that happens—I have not seen evidence that that has happened very much. I have seen evidence of where the IG's reports fell on deaf ears and the Secretary never thought about coming over to see us and tell us they fell on deaf ears and why.

I have seen cases where we have raised the question when they did not. I think it is absolutely appropriate for you to not air grievances with this Committee just because you have a grievance. So, if you see a case of fraud or you see a case of failure to carry out the responsibilities of the job, you come to us. I would expect the Secretary to do the same thing if it was with your office. I just want the record to be clear.

Now, I have one question for you which only requires a yes or no answer. Will you promise at all times to be responsive to this Committee and fulfill any requests for information that we might make in a timely fashion?

Mr. MISSAL. Yes.

Chairman ISAKSON. Senator Blumenthal.

Senator BLUMENTHAL. Mr. Missal, I want to help you out a little bit here. If you find fraud in the VA, at whatever level, or in the White House, the place you are going to go is the Department of Justice or the FBI. Correct?

Mr. MISSAL. Correct.

Senator BLUMENTHAL. Because they are the ones who have law enforcement responsibility, they can investigate, and they can prosecute. This Committee cannot. We can make a lot of noise. We can embarrass people. We can shame them. But, we cannot prosecute them, and ultimately it is prosecution we want with appropriate criminal punishment, whether it is fines or imprisonment. Correct?

Mr. MISSAL. Correct.

Senator BLUMENTHAL. I appreciate your being responsive to Senator Sullivan's question, but I would hope that you would bring that information to this Committee at the appropriate time, but that first and foremost you would go to law enforcement authorities, the Federal Bureau of Investigation and other appropriate criminal enforcement authorities, because fraud is a violation of criminal law. Correct?

Mr. MISSAL. Correct.

Senator BLUMENTHAL. Let me ask you about the budget that Senator Tester asked you about. I should have raised it myself before he did, but I will give you my opinion and ask you whether you agree with it.

That amount of money, which is a fraction, a minute fraction, $120-plus million out of a total of $71 billion, in my view, is sadly inadequate. Would you agree? You can delete the word "sadly" and just say whether you think it is adequate or not.

Mr. MISSAL. I just do not think I know enough yet to know whether or not it is inadequate. That is one of the things I will look at very quickly and certainly would bring it to your attention if I thought it was inadequate.

Senator BLUMENTHAL. I would like to ask you that you report back to us about your opinion as soon as you are able to form it. I am assuming that you are going to be confirmed. I will support you. When you take office—I hope it will be soon—I am asking that you report back to us as to your independent assessment as to whether that budget gives you sufficient investigative and other professional resources to do your job as proactively and aggressively as you think is appropriate. Would you agree to do that?

Mr. MISSAL. I will.

Senator BLUMENTHAL. You can eliminate the word "sadly" and add your own objective. I would say "sadly and egregiously inadequate," but if you report back to us, I would appreciate it. Thank you.

Mr. MISSAL. Thank you.

Chairman ISAKSON. Just so the record is clear, and I completely understand where Richard is coming from, but I do think the Com-

mittee is the appropriate place to come immediately upon the concern of fraud or some violation of moral turpitude or the law in the Veterans Administration. Obviously, the Attorney General is going to be the prosecutor or the investigator. I am the one that sent them to Augusta and got the first indictment by the Justice Department of a VA employee. But, I think one of the problems this Committee has had on certain occasions is things happened outside our knowledge, and we ended up being questioned about it, while we did not know. I think our need to know is important. I am not arguing with what was said there, but I think our need to know is equally important. Their ability to prosecute is ultimately where it takes place, but we would like to be in the loop at the beginning and not at the end.

Senator BLUMENTHAL. I agree, Mr. Chairman. I did not mean to imply that the Inspector General should not come to us, but at the same time, or at the appropriate time, that information should be brought to the prosecutorial and investigative authorities within the Department of Justice.

Chairman ISAKSON. Right.

Senator BLUMENTHAL. The Chairman and I are in accord.

Chairman ISAKSON. Senator Sullivan.

Senator SULLIVAN. Thank you, Mr. Chairman.

Just a few more questions, Mr. Missal. One is kind of a more local question with broader national implications. In Alaska, we have more vets per capita than any State in the country, so your position is very important, and a lot of people are going to be focused on it, because we have had, like a lot of States, a lot of problems.

We actually had a real problem with the implementation of the Choice Act. I will not bore you with the details, but a lot of the ideas in the Choice Act actually came from some of the things that were actually working in Alaska, remote delivery of services, et cetera. Yet, when it was implemented, the new Choice Act, was completely botched in my State, unequivocally. We have held hearings. The Chairman and the Ranking Member have been very helpful on that. In the State, I took Dr. Shulkin across Alaska in August with a bunch of his team to hear, listen, see what the problems are. He saw it firsthand. He completely recognizes that there is an enormous problem with the implementation of the Choice Act in Alaska, to such a degree that he committed to me to work on an Alaska-specific plan that the Veterans Administration is presently working.

Now, this is almost a year that we have been having these problems. I was coming back on a flight from Alaska on Sunday night, just my flight. Within the place I was sitting on the airplane, three different veterans on this plane from Alaska to Minneapolis said to me, "Gee, Senator, it is good to see you sitting on a plane with us. This Choice Act is a disaster." Three within three rows of me. Then, the other guy, "Yeah, it is. Holy cow, I thought you were going to fix this. I thought you guys were going to fix this." Just on one plane in one little area.

My question, the broader question, is—so I have been working with the Secretary, Dr. Shulkin, on this, but at what point do we—and this is more your sense, my sense—I do not know what the

right answer here is. At what point should someone like myself, who is very focused on these issues because it matters so much to my constituents and to all veterans throughout the country, should we keep working with the leadership or at a certain point turn to you and say, "Gosh darn it, I need an investigation on this. What the heck is wrong with the implementation of the Choice Act in my State?" When do we quit, when do we give up with them and come to you? What is your sense of that? Because I do not want to do that, but I am not going to wait forever. I am not going to sit on more airplanes where half the plane are Alaska veterans and they are not getting the care that they need. So, how would you advise us on at what point do we turn to you and ask for an independent assessment on how we fix this?

Mr. MISSAL. Right. Well, I obviously do not know the specific details of it all.

Senator SULLIVAN. Oh, I know.

Mr. MISSAL. But, if they are working through the implementation and they feel there are still other things that can be done, it seems like that should be implemented through the agency. To the extent you reach a point where you just say something is wrong here, I am just not getting the answers, or the answers I am getting do not seem right, then at that point it may be appropriate to have the IG look into it.

Senator SULLIVAN. So, when do we call? When do you think, in general good guidance for us—because you are going to get a lot of requests—for us to call on you and your services?

Mr. MISSAL. In that situation, if you think you have reached a dead end or the information you are getting is not correct or you just do not think it is what you are looking for, then that could be something the IG should be looking into.

Senator SULLIVAN. Just one final question—it is a question that everybody has been asking here today—on transparency. I am sure you saw the October 2 *USA Today* report naming you to be tapped by the President as the new VA watchdog. It said that the agency and the IG's Office has been criticized following a *USA Today* report in March of this year that showed that the VA Inspector General "had failed to publicly release the findings of more than 140 investigations of veterans health care, including cases of harm and death." I think that is why you are seeing such a concern among everybody here on transparency.

What are going to be the principles, if you are confirmed, that will guide you in terms of transparency? Why do you think 140 investigations of veterans health care, which I am assuming were requested by the Congress, were not publicly released?

Mr. MISSAL. I do not know the specific details of that, but my preference would be to err on the side of disclosure as opposed to nondisclosure, because I agree that transparency is a really critical issue and it is one to increase the trust and confidence that people will have in the Office of Inspector General.

Senator SULLIVAN. Finally, on my previous round or theme of questions, if I do get to the point where this Choice Act implementation in my State continues to be completely screwed up, would you commit to me to undertake an investigation if it was the ap-

propriate time—and I am not saying it is right now, but it will be at some point—to do that?

Mr. MISSAL. I will.

Senator SULLIVAN. Thank you.

Thank you, Mr. Chair.

Chairman ISAKSON. Senator Boozman.

Senator BOOZMAN. Thank you, Mr. Chairman. I think the discussion about, you know, conveying feelings, talking to the Committee was really a good one. The strength that the Committee has as being probably the least partisan Committee in Congress, as you can tell by Senator Blumenthal and Senator Isakson. They do a tremendous job of leading that way, leading together. So, again, I hope that you will commit to when in doubt, come forward. You can get great advice from these guys, get great advice from the Committee. As you said earlier, you know, it is all about serving veterans, serving the public.

Thank you, Mr. Chairman.

Chairman ISAKSON. Thank you, Senator Boozman.

We appreciate your time and your commitment and your willingness to serve, and we will have a confirmation hearing at the appropriate time, we have had the hearing today, but we will have a vote at the appropriate time. I do not know when that will be exactly, but it will be at the appropriate time.

Just again to acknowledge Richard Thornburgh's presence today. Mr. Attorney General, we are delighted that you are here today and appreciate your support for the nominee and appreciate your service to the United States of America.

To the family, thank you for being good supporters of your husband, your father, and your loved one, because he is going to be a busy man if he gets confirmed for this job.

This hearing stands adjourned.

[Whereupon, at 3:48 p.m., the Committee was adjourned.]

RESPONSE TO POSTHEARING QUESTIONS SUBMITTED BY HON. JOHNNY ISAKSON TO MICHAEL J. MISSAL, NOMINEE TO BE THE INSPECTOR GENERAL, U.S. DEPARTMENT OF VETERANS AFFAIRS

Question 1. As was mentioned at the hearing, since the Department of Veterans Affairs (VA) became a cabinet-level agency, each Senate-confirmed Inspector General has had prior experience as an Inspector General or in a leadership role at an Inspector General's office or had extensive experience in Federal criminal investigations. Also, 6 out of 11 of the Senate-confirmed Inspectors General for cabinet-level agencies served as the Inspector General of a smaller agency before being elevated to the Inspector General for the cabinet-level agency and two others previously held leadership positions at an Inspector General's office.

A. Without experience at an Inspector General's office, how steep of a learning curve do you think you would face, how would you plan to combat that learning curve, and how long do you estimate it would take to become fully proficient in this role?

Response. I do not think it would be a steep learning curve. I have worked with Inspectors General offices during my professional career and believe that I have a good understanding of the role, objectives and practices of an Inspector General. I also believe that my extensive experience in regulatory matters, including conducting internal investigations and inspections and familiarity with accounting principles, will further assist me in getting up to speed as quickly as possible. In addition, I have met with a number of current or former Inspectors General to learn more about their experiences and to obtain their guidance on preparing for this position. These meetings have confirmed my belief that I have the experience, skills, judgment and temperament to be a highly effective Inspector General.

If confirmed, I will take a number of steps in the first 90 days. Among other things, I will immerse myself at the OIG to familiarize myself better with the policies, practices and priorities of the office. I will also meet with senior management at the VA to learn more about their responsibilities, issues and concerns. Moreover, I will continue to meet with other Inspectors General to get their input on the position. I will also meet with other government officials with whom I would expect to work, including the Office of Special Counsel and the Department of Justice. I believe that these steps will enhance my abilities to serve as the VA Inspector General and will assist me in becoming fully proficient in the role as quickly as possible.

B. Since being nominated, what steps have you already taken to prepare for possibly serving as the VA Inspector General?

Response. Since being nominated, I have done a number of things to prepare for the possibility of serving as the VA Inspector General. These matters include extensive reading of publicly available information about the VA and the VA OIG. I have also familiarized myself further with applicable statutes and regulations, including the Inspectors General Act of 1978, as amended. In addition, I have spoken with several current and former Inspectors General. Further, I have met with a number of people at the VA and the VA OIG about their work. All such meetings were limited to publicly available information.

C. What additional steps do you believe you need to take to ensure your ability to perform the duties of the Inspector General?

Response. Aside from the steps I intend to take in the first 90 days as outlined above, I will also become active in the Council of the Inspectors General on Integrity and Efficiency ("CIGIE"). One of the goals of CIGIE is to develop policies, standards, and approaches to aid Inspectors General. I will also meet with members of the OIG staff who are located outside of the Washington, DC area. In addition, I will meet with Veterans Service Organizations to obtain their input on relevant issues.

D. Would you please describe how well you believe your extensive experience at K&L Gates would translate into serving as the VA Inspector General, including what you consider to be the similarities and the differences between conducting internal investigations and audits for clients and serving as the watchdog for a large agency?

Response. I believe that my experience at K&L Gates will serve me extremely well in serving as the VA Inspector General. There are great similarities in conducting investigations in the public and private sectors, as the goals for both are to be thorough, objective, fair, timely and accurate. As an example, I was appointed by the Department of Justice to conduct an investigation of New Century Financial. I conducted that investigation in a similar manner to the ones I conducted on behalf of clients of K&L Gates. I also expect my management of large investigations will be transferable to serving as the VA Inspector General.

There are also similarities in audits, as both the public and private sectors audits provide for accountability and transparency. However, Inspectors General apply Government Auditing Standards, which are different than those used in the private sector. I believe that I would be able to manage effectively the audit function of the VA OIG using Government Auditing Standards.

Question 2. Last year, the VA Inspector General received 38,098 hotline contacts identifying areas of possible fraud, waste, and abuse. The Inspector General currently has 219 open reports with 1,372 open and unimplemented recommendations to VA. This does not even address the new issues that seem to arise daily at VA.

What are your plans and priorities, not only for these outstanding issues, but where will you begin to allocate resources to investigate issues at VA? On day one, where will you focus your efforts?

Response. Addressing the large number of hotline contacts would be a priority for me. I would promptly determine how they are currently being handled and the resources devoted to them. I would also determine how they are being prioritized. I would further determine if some of the hotline contacts should be more appropriately handled by others at the VA and if so, refer them to the appropriate group. In addition, I would determine whether there were additional resources within the OIG that could be assigned to handle them.

Question 3. As you are aware, the Veterans Health Administration (VHA) continues to be in the news because of the long wait to receive care. The Committee, in part, relies on the Inspector General's reports on VHA as an independent voice in conducting oversight of the Department. VA's Inspector General not only provides oversight of waste, fraud, and abuse problems but also examines whether programs that deliver care to veterans are providing that care effectively and in a timely manner.

A. Please describe any experience you have in conducting health care investigations, including details about any relevant investigations and the resolution of those investigations.

Response. The most recent health care investigation in which I am currently involved is particularly relevant to the work of the OIG. This confidential matter is for a health care company that employs hundreds of physicians across the country. The primary issue is whether there was over-utilization of a test for a particular form of cancer. I led an investigation to determine whether the test was medically necessary for a large number of patients. This included conducting an audit of the utilization of the test and hiring medical experts to analyze the medical necessity of the tests. The investigation concluded that a few physicians over utilized the test. These physicians were held accountable and their employment with the company was terminated.

I have also been involved in other investigations and matters related to issues similar to those covered by the VHA, including matters related to the application for the approval of drugs by the FDA, medical research, the Health Insurance Portability and Accountability Act (HIPAA) and other medical procedures. All investigations were successfully completed.

B. Please describe how you believe any of the investigations you conducted would help prepare you to conduct oversight of VHA.

Response. I believe that these investigations have given me a broad knowledge of health care issues and matters. They have also given me exposure to large and complex heath care organizations. Further, they have given me a better understanding of health care professionals and the culture of health care organizations.

C. Please describe what experience in your background would be relevant to ensure VHA's programs are providing care effectively, including details about relevant investigations you have conducted.

Response. Aside from my knowledge gained in working on the health care matters described above, I also have experience in consulting with health care experts on issues of patient care. I would expect to rely as appropriate on health care professionals on the delivery of effective health care.

D. In your view, what experience in your background would be relevant to conducting oversight of VHA's access issues? Please describe any relevant investigations you have conducted.

Response. There are a number of matters in my background that would be relevant to conducting oversight of VHA's access issues. First, my experience in conducting investigations would be valuable if additional investigations need to be conducted. Second, my knowledge of accounting principles and audits will be important in testing the access issue. Third, I have been involved in following up on recommendations to make sure they have been properly implemented. This experience will be useful in determining whether the previously made recommendations on the access issues have been implemented fully and effectively.

E. Would you please share your priorities for providing oversight of VHA's ability to deliver care?

Response. If confirmed, one of my priorities would be to focus on the VHA's ability to deliver quality health care promptly. I would quickly take the necessary steps to assess which areas need the greatest attention. Based on published reports, three areas related to the VHA that deserve continued attention are the access to quality health care, the delivery of mental health services and the prescription of drugs.

Question 4. You mentioned at the hearing the need for independence in a successful Inspector General and were asked for a specific example where you had to be both tenacious and independent, including against people you work for. You cited that you were appointed to examine the bankruptcy proceeding of New Century Financial. Would you please expound upon that answer by describing how you demonstrated independence and aggressiveness, including any specific examples?

Response. I was appointed by the Department of Justice to be the independent Examiner in the New Century Financial bankruptcy proceeding. My appointment was confirmed by the bankruptcy judge, who was satisfied with my independence to conduct the investigation. I worked aggressively on the matter and completed a large and complex matter in the time period required by the judge. I ensured that the integrity and independence of the investigation process were maintained, despite the fact that others, including the Department of Justice, the Creditors Committee and the Securities and Exchange Commission were also conducting investigations on the same subject. The report of findings of the investigation that I issued was fair, objective, thorough and accurate.

Question 5. In your written testimony, you made this statement: "Recent public reports from the Office of Inspector General and elsewhere underscore the need for significant and prompt improvements in the way the VA is servicing our Veterans. If confirmed, I look forward to playing a role in strengthening the programs, policies and culture of the VA." Would you please expound on what you believe needs improving, what programs need strengthening, and what role you would envision playing in changing the culture at VA?

Response. The reports to which I was referring include the ones related to access to health care, scheduling practices, integrity of data, delivery of mental health services, prescription drugs, treatment of whistleblowers and backlog of benefits. I would do a number of things in an attempt to improve the culture at the VA. Among other actions, I would prioritize creating an environment where whistleblowers feel comfortable that their concerns are being fairly and effectively addressed. Another step is to try to anticipate issues before they become large problems through vigorous inspections and examinations. I would also meet with senior management to get their initial perspectives on potential issues, while maintaining my independence. This could assist in identifying at an early stage what otherwise could turn into a wide scale problem. Accountability of individuals is also a key part to enhancing the culture. If there is a suspicion of criminal conduct, then individuals need to be investigated and prosecuted as appropriate. Criminal prosecutions serve as a strong deterrent. In addition, it may be appropriate to identify individuals in OIG administrative reports. This would be done as appropriate, consistent with fundamental fairness and privacy issues.

Question 6. One of the many issues when I took over as Chairman was the lack of criminal indictments for employees engaging in unlawful behavior at VA. As you know, one of the first indictments has since occurred at the Charlie Norwood VA Hospital in Augusta, GA. I believe very strongly that more of these employees who are knowingly committing fraud at VA need to be referred to the Justice Department for criminal prosecution.

A. Would you please describe any experience you have in making criminal referrals or in investigations that resulted in criminal prosecutions?

Response. When I worked at the SEC, I investigated and prosecuted several matters that were referred to the Department of Justice for criminal prosecutions. Perhaps the most well known prosecution was *U.S.* v. *Carpenter* et al., 484 U.S. 19 (1987), a Supreme Court criminal case which helped define the law of insider trading. Since I have been in the private sector, I have been involved in many criminal investigations and prosecutions. For example, I was Lead Counsel for the Examiner in the WorldCom bankruptcy proceeding. In that capacity, I worked closely with the Criminal Division of the Department of Justice, which successfully prosecuted a number of individuals. I also worked with the Criminal Division of the Department of Justice when I was the Examiner in the New Century Financial bankruptcy proceeding. I have further represented witnesses in a number of other investigations that resulted in criminal prosecutions.

B. What will your philosophy be, if confirmed, when investigating employees and making referrals to the Department of Justice?

Response. If confirmed, my philosophy will be to refer employees to the Department of Justice for criminal investigations and potential prosecutions if appropriate. Criminal prosecutions can serve as a strong deterrent. I would also promote a strong working relationship with the Criminal Division of the Department of Justice.

Question 7. As you may know, some concerns were raised about whether the prior acting Inspector General may have changed a conclusion in an Inspector General report at the request of VA leadership.

A. Under what circumstances do you think that would be appropriate?

Response. The work and reports of the OIG need to be independent. However, it may be appropriate to get input from others at the VA about a report if it promotes the accuracy or fairness of the report and does not negatively impact the integrity of the OIG investigative process. The conclusion of any report issued by the OIG should be that of only the OIG, as supported by the findings of the OIG.

B. What steps would you take to ensure that the work of the Inspector General's office is not unduly influenced by VA leadership?

Response. I would make sure that there are constant reminders within the office concerning the importance of the independence of the OIG. I would also assess and enhance as appropriate any training of the OIG staff. I would further take steps to ensure that I am notified if there is even an appearance of a lack of independence.

RESPONSE TO POSTHEARING QUESTIONS SUBMITTED BY HON. DEAN HELLER TO MICHAEL J. MISSAL, NOMINEE TO BE THE INSPECTOR GENERAL, U.S. DEPARTMENT OF VETERANS AFFAIRS

Question 8. Mr. Missal, many Members of this Committee wrote to the VA Secretary regarding the Inspector General report about the Veterans Benefits Administration employees abusing their authority.

What do you think is the best way to hold these employees accountable in light of the Inspector General's findings?

Response. I have read the Inspector General Report about the relocation of Veterans Benefits Administration employees, Diana Rubens and Kimberly Graves. The Report noted that criminal referrals were made against both Ms. Rubens and Ms. Graves. This is a strong and effective way to hold these employees accountable. Any further action to hold them accountable would come from the Department.

Question 9. As Co-Chair of the VA Backlog Working Group, one of my top issues on this Committee is eliminating the VA claims backlog. The VA Regional Office in Nevada had some serious leadership problems, and the Inspector General's Office assisted in identifying poor management as part of the problem.

If you are confirmed to this position, will you commit to holding every VA employee accountable and identifying when poor leadership or poor employee performance is contributing to untimely benefits or health care?

Response. I commit to identifying any VA employee whose poor leadership or poor performance contributes to untimely benefits or health care, consistent with privacy rules and fundamental fairness. I also commit to making any appropriate recommendation against an individual who exhibits poor leadership or engages in poor performance that contributes to untimely benefits or health care.

If finding such an instance, how will you follow-up at these facilities to ensure that reforms at the leadership levels have been made?

The audit and inspection functions review all facilities on a periodic basis. The implementation of any recommendation of reform of leadership should be reviewed as appropriate as part of the next audit or inspection. In addition, for the implementation of a recommendation for a significant leadership position, there should be a more prompt follow-up review.

Question 10. What have you identified as the top three issues at the VA that need to be closely monitored by the Inspector General's office?

Response. Among the most significant issues to be closely monitored by the Inspector General's office are (i) rebuilding the trust and confidence in the VA and the OIG. This would include focusing on the prompt delivery of quality health care, the reduction of the backlog of disability claims, mental health services and prescription drugs; (ii) creating an improved environment in which whistleblowers have confidence that their concerns will be fairly and effectively considered by the OIG and that their identities will be protected from disclosure. I also will take the necessary steps to ensure that whistleblowers are fully aware of their right to be free from retaliation for making protected disclosures and how to seek redress from appropriate authorities if retaliation occurs; and (iii) anticipating issues before they become larger problems. Some of the ways to do this is through vigorous inspections and examinations and meeting with senior management.

Question 11. How would you approach the task of leading the Inspector General's office?

Response. I would lead with the overriding principle that I treat others as I would like to be treated. I would lead by example and emphasize integrity and respect for others. I would have a great deal of personal interaction with my team and communicate regularly with them about my ideas, expectations and goals. I would promote strong teamwork and would provide opportunities for professional growth and advancement. I would always be open to ideas from various sources, including our Veterans, VSOs and Congress, on how to improve the quality of work and processes of the OIG.

RESPONSE TO ADDITIONAL POSTHEARING QUESTIONS SUBMITTED BY HON. DEAN HELLER TO MICHAEL J. MISSAL, NOMINEE TO BE THE INSPECTOR GENERAL, U.S. DEPARTMENT OF VETERANS AFFAIRS

At the nomination hearing, this dialog took place between you and Senator Rounds:

> Senator ROUNDS. My time has expired, but I would ask one last question, a yes or a no answer, I believe. You are going to need a plan. Would you

> commit that you will bring back to this Committee a plan for putting this in order so that you can actually lay out for the Secretary a pathway forward so that he can actually get things done in there? Would you commit to providing a plan of how you can be an effective IG when the time comes?
>
> Mr. MISSAL. Yes.

Your VA liaison later provided this information to the Committee:

> "Mr. Missal did commit to have a plan when the time comes. It will be after his confirmation and after he gets into his job to learn more about the issues."

Senator Rounds then followed up with a posthearing question that in part included this request:

> "Would you commit to providing a plan on how you can be an effective [Inspector General] before we take a nomination vote?"

Question 12. The response discussed the steps you have taken to get a better understanding of the role of the Inspector General but does not include such a plan. Would you please provide that plan for the Committee?

Response. My plan to be an effective Inspector General includes a number of different action items. If confirmed, the more significant steps I would take at the outset would include the following. I would immerse myself at the OIG to better understand the policies, practices and priorities of the office. I would make any improvements and changes that are appropriate and necessary based on my assessment. I would also review the current investigation, audit and healthcare inspection plans of the OIG. A particular focus would be on any significant plans related to the prompt delivery of quality health care, the backlog of disability claims, the provision of mental health services and the prescription of drugs. I would further assess the adequacy of the resources and technology of the OIG and determine whether additional funding or enhancements are necessary for the OIG to better meet its mission.

In addition, I would meet with senior management of the VA to learn more about their responsibilities, issues and concerns. It is important to have a strong, but independent, working relationship with VA senior management to enhance the effectiveness of the OIG. I would also review with VA senior management the status of the implementation of the more important and older outstanding OIG recommendations. I would also meet with other Inspectors General to obtain the benefit of their experiences, including best practices on issues of mutual interest. I would further meet with other government officials with whom I would expect to work, including the Office of Special Counsel and the Department of Justice, to discuss priorities and to promote an effective working relationship. Moreover, I would meet with Veterans Service Organizations to obtain their perspectives and views.

Whistleblowers should play an important role for the OIG. I would examine the processes and practices of communications with whistleblowers. It is critically important to have an environment in which whistleblowers feel comfortable in expressing their concerns and that they have confidence that their concerns will be fairly and effectively addressed. I would further review how the OIG hotline contacts are being handled. I recognize that there are a large number of contacts to the hotline and would determine how best to address them. This would include speaking with other agencies that have a large number of contacts to their hotlines and identifying best practices.

As I engage in these steps, I will have further information for consideration. I expect that the action plan will be continually supplemented and enhanced.

RESPONSE TO POSTHEARING QUESTIONS SUBMITTED BY HON. MIKE ROUNDS TO MICHAEL J. MISSAL, NOMINEE TO BE THE INSPECTOR GENERAL, U.S. DEPARTMENT OF VETERANS AFFAIRS

Question 13. Would you commit to providing a plan on how you can be an effective IG before we take a nomination vote? Specifically, the Committee would like to know what steps you've taken to get an understanding of an IG's role.

Response. I have taken a number steps to get a better understanding of an IG's role. Among other things, I have done extensive reading of publicly available information about the VA and the VA OIG. This includes the OIG's Semiannual Reports to Congress, Reports of Investigations, Reports of VHA Audits and Evaluations, Reports of VBA Audits and Evaluations, Congressional Testimony and news reports. I have also familiarized myself further with applicable statutes and regulations, including the Inspectors General Act of 1978, as amended. In addition, I have met

with several current and former Inspectors General. Their insights on the position have been invaluable. Further, I have met with a number of people at the VA and the VA OIG about their work. All such meetings were limited to publicly available information.

Question 14. How would you plan to manage the massive open and pending reports?

Response. I assume the question refers to the large number of recommendations that have not been implemented. I would first review the recommendations and prioritize the more significant and older ones. I would then meet with senior management to get an understanding of the timetable for the implementation of the outstanding recommendations. I would further follow up with senior management on the implementation plan.

Question 15. What are your strategic audit and improvement goals for health care delivery, benefit processing, financial management, information management, and procurement practices?

Response. If confirmed, one of my priorities would be to review in detail the current audit and inspection plans for health care delivery, benefit processing, financial management, information management and procurement practices. I would also review any recommendations that have been made by the OIG, but have not yet been implemented. I would further have discussions with senior management to understand better their priorities and plans for improving health care delivery, benefit processing, financial management, information management and procurement practices. Once I obtain all relevant information, I would make any changes or enhancements to the audit and inspection plans for those areas.

○