

From: Ashton Carter
To: (b)(6)
Cc: Fanning, Eric HON SD; (b)(6)
Subject: Re: If it's no too late
Date: Thursday, April 30, 2015 8:51:28 PM

Tnx. So sorry and appreciative

Sent from my iPhone

> On Apr 30, 2015, at 8:22 PM, (b)(6) wrote:
>
> They will bring the bags from our office to me in the morning and I will find it! Too easy.
> Have a great night.

> ----- Original Message -----
> From: Ashton Carter [mailto:(b)(6)]
> Sent: Thursday, April 30, 2015 08:01 PM
> To: (b)(6)
> Cc: Fanning, Eric HON SD; (b)(6)
> Subject: Re: If it's no too late

> Tnx. Was a 3x5 card w notes. My fault

> Sent from my iPhone

>> On Apr 30, 2015, at 7:54 PM, (b)(6) wrote:
>>
>> checking slr.

>> ----- Original Message -----
>> From: Ashton Carter [mailto:(b)(6)]
>> Sent: Thursday, April 30, 2015 07:49 PM
>> To: Fanning, Eric HON SD; Ron Lewis (b)(6)
>> Subject: If it's no too late

>> Ask office not to empty burn bag. I think I dropped something in it

>> Sent from my iPhone

From: [Fanning, Eric HON SD](#)
To: (b)(6)
Subject: Re: Call tonite
Date: Thursday, April 30, 2015 8:48:34 PM

Will do on both.

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

From: Ashton Carter (b)(6)
Date: April 30, 2015, 7:36 PM EDT
To: Fanning, Eric HON SD (b)(6)
CC: Lewis, Ronald MG SD
Subject: Re: Call tonite

Call was made by boss. Find a way for me to make a quiet call to (b)(6) in morn. In meantime, stand down all else. WH very/very touchy re leaks (Colburn called them which set off opsec alarms

Sent from my iPhone

> On Apr 30, 2015, at 5:28 PM, Fanning, Eric HON SD (b)(6) wrote:
>
> Will do
>
> -----Original Message-----
> From: Ashton Carter [mailto:(b)(6)]
> Sent: Thursday, April 30, 2015 5:26 PM
> To: Fanning, Eric HON SD; Lewis, Ronald MG SD
> Subject: Call tonite
>
> Ask if I should call (b)(6)
>
> Sent from my iPhone

From: [Fanning, Eric HON SD](#)
To: "Ashton Carter"; (b)(6)
Cc: [Lewis, Ronald LTG SD](#)
Subject: RE: Standing in front of hotel waiting...
Date: Wednesday, April 29, 2015 6:18:50 PM

Boss -- are you still waiting?

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

From: Ashton Carter [[\(b\)\(6\)](mailto:(b)(6))]
Sent: Wednesday, April 29, 2015 6:05 PM
To: Fanning, Eric HON SD; (b)(6)
Cc: Lewis, Ronald MG SD
Subject: Standing in front of hotel waiting...

In absence of info will gives desk my Visa card.

Sent from my iPhone

From: [Ashton Carter](#)
To: (b)(6) [Fanning, Eric HON SD](#)
Subject: Paying for dinner
Date: Wednesday, April 29, 2015 5:49:59 PM

How?

Sent from my iPhone

From: [Ashton Carter](#)
To: [Fanning, Eric HON SD](#)
Subject: Vickers farewell
Date: Wednesday, April 29, 2015 9:44:35 AM

Can I get a bob gates quote? I'll call him if necessary

Sent from my iPhone

From: [Ashton Carter](#)
To: [Lewis, Ronald MG SD](#)
Cc: [Fanning, Eric HON SD](#)
Subject: Re: I see new calendar is later so understand, ok
Date: Tuesday, April 28, 2015 7:58:38 AM

Ok. Also email me (b)(6) rah for this mornings event, I can't find it

Sent from my iPhone

> On Apr 28, 2015, at 7:49 AM, Lewis, Ronald MG SD (b)(6) wrote:

>
> Sent PDB and a couple other SIPR notes you should read before heading to WH.
> Vr
> Ron

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

> From: Ashton Carter [\(b\)\(6\)">\[mailto:\(b\)\(6\)\]](mailto:<span style=)
> Sent: Tuesday, April 28, 2015 6:58 AM
> To: Fanning, Eric HON SD
> Cc: Lewis, Ronald MG SD
> Subject: Re: I see new calendar is later so understand, ok

> Ok I'll skip or skip out early. Plz ask PSO to bring DPB for car ride. Ash

> Sent from my iPad

>> On Apr 28, 2015, at 5:10 AM, Fanning, Eric HON SD (b)(6) wrote:

>> Boss -- as regards the press conference, it is from noon to 1300. Meeting with Chiefs/Secretaries is 1300. We could move that meeting back some if you wanted to do the presser, but that would also have a domino effect (would push back one of the Army interviews and eat the break you have before Japan MOD ... but it's doable).

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

>> From: Ashton Carter [\(b\)\(6\)">\[mailto:\(b\)\(6\)\]](mailto:<span style=)
>> Sent: Monday, April 27, 2015 9:32 PM
>> To: Fanning, Eric HON SD; Lewis, Ronald MG SD
>> Subject: I see new calendar is later so understand, ok

>>

>>

>>

>> Sent from my iPhone

From: [Ashton Carter](#)
To: [Fanning, Eric HON SD](#); [Lewis, Ronald MG SD](#)
Subject: Abe dinner
Date: Monday, April 27, 2015 9:06:12 PM

Csendar says ends at nine. RAH says 1045. Big diff. Which is it?

Sent from my iPhone

From: [Ashton Carter](#)
To: [Fanning, Eric HQN SD](#)
Subject: [Fwd: Coalition op-ed apc.docx](#)
Date: Monday, April 27, 2015 7:18:10 PM
Attachments: [Coalition op-ed apc.docx](#)
[ATT00003.htm](#)
[Coalition for Open Security Intent and Recommendation Statement 2015-0420 - Final.docx](#)
[ATT00004.htm](#)

Sent from my iPhone

Begin forwarded message:

From: (b)(6)
Date: April 27, 2015 at 7:03:17 PM EDT
To: (b)(6)
Cc:
Subject: Fwd: Coalition op-ed apc.docx

Hi Ash,

Hope you're doing well; I have no doubt that you are extremely busy so I'll keep this short. Since we last planned to do a CxOTalk, in a personal capacity I have been working with an outside group of private-sector CIOs and CISOs that what to do a new "open", behavior based approach to cybersecurity. Specifically focused on "inter-organizational resiliency".

Attached is a short op-ed the group wrote and the two-page proposal. If you remember the National Commission for the Review of the R&D Programs of the U.S. IC -- this has the potential to carry out on of the Commission's important recommendations w/ the private sector leading the charge?

If there is someone on your staff the group (or I?) could meet with, I think this has the potential to be truly game-changing for the cybersecurity/resiliency for the Internet of Everything. And I don't use the words "game-changing" lightly.

With highest regards,

(b)(6)

Coalition for Open Security: Intent and Recommendation Statement

Purpose

The Coalition for Open Security (The Coalition) is a multi-industry team composed of leaders in technology and society whose mission is to increase the availability of consumable, actionable information to reduce cyber risk by pooling our individual resources in creating an open, behavior-based approach to build a more proactive, collaborative response to the threats of bad cyber actors and to use evidence, real time data streams and predictive analytics to better anticipate threats and attacks.

The Case for Change

With regards to cyber threats, government organizations encourage sharing, improved security, and increased cooperation, but business leaders, technology vendors and experts are skeptical and distrust initiatives led by government. Technology vendors such as Facebook and Google are beginning initiatives, but organizations remain wary of their motives and incentives.

The Coalition encourages sharing of cyber threat behaviors in a way that removes the identity of devices or organizations so that we can all benefit from shared awareness of cyber-threats and other risks. The approach is similar to the openly shared information regarding international public health and infectious diseases.

To champion mechanisms for sharing information, we are working on three initiatives:

1. Creating a forum consisting of end-user organizations working to identify and implement exponentially scalable processes and tools that proactively improve inter-organizational resilience and response.
2. Identify and leveraging best practices to support an anonymous repository of cyber-attack and breach information.
3. Initiating and supporting legislation that removes additional barriers to information sharing and removes barriers to economic availability of resiliency technologies.

The Call to Action

The Coalition is calling for the participation of cross-industry, private, public and not-for-profit organizations to come together, with the alignment, support and aid of the federal government, to create a forum for the secure and anonymous sharing of cyber threats and attacks, and for legislation protecting participants from exposure of their contributions and from any state or federal criminal prosecution as a result of their anonymous sharing.

Background

1. **Creating a forum consisting of end-user organizations working to identify and implement exponentially scalable processes and tools that proactively improve inter-organizational resilience and response.**

The Coalition recognizes that in order to effectively defend against cyber threats, organizations across all industries, sectors and geographical boundaries, must work collectively to identify, remediate and communicate cyber threats, and to do so in real time or near real time. With the proper techniques that protect both the privacy

Coalition for Open Security: Intent and Recommendation Statement

of individual information and by anonymizing specific organizational sources, we all can benefit from shared awareness of cyber-threats. Presently, bad actors have a distinct advantage over legitimate organizations in that bad actors have significantly lower barriers to collaborate with other bad actors while legitimate organizations must often conform to certain regulations or laws that prohibit or deter collaboration with other legitimate organizations.

The establishment of a "safe" forum to act as a clearinghouse through which to share and resolve cyber issues is critical to improving our collective awareness, resilience and response to increasing cyber threats.

2. Identify and leveraging best practices to support an anonymous repository of cyber-attack and breach information.

One of the biggest challenges in aligning organizations to this initiative is overcoming distrust and the fear of exposure. President Obama, in his address to Silicon Valley earlier this year, recognized that "So much of our computer networks and critical infrastructure are in the private sector, which means government cannot do this alone. But the fact is that the private sector can't do it alone either, because it's government that often has the latest information on new threats." He also recognized that we need to overcome our fears and mistrust of our own government and join together in the effort to defend against terrorists, hackers and spies. By open, we mean sharing awareness of cyber threat behaviors in such a way that removes specifics from identity of devices or organizations, employing validated techniques that protect both the privacy of individual information and by anonymizing specific organizational sources.

An anonymous repository of cyber-attack and breach information is critical to ensuring that participating organizations can safely and quickly share threats and exposures, and as easily, can learn how other organizations have addressed similar threats.

3. Initiating and supporting legislation that removes additional barriers to information sharing and removes barriers to economic availability of resiliency technologies.

The establishment of a forum of end-user organizations and the introduction of an anonymous clearing house, while necessary, are not sufficient to ensure successful sharing of an organization's cyber threats or attacks. Organizations are concerned about customers or competitors learning about a security breach or vulnerability, and many are concerned that reporting a breach could lead to state or federal criminal prosecution. Without complete assurance that their contributions will be fully protected by legislation specifically designed to protect contributors, organizations will remain reluctant to share cyber incidents even in an anonymous way. We all can benefit from shared awareness of cyber-threats and other risks similar to the openly shared information regarding international public health and infectious diseases.

The introduction of legislation that protects contributing parties from exposure to the public or press, and that protects them from any state or federal criminal prosecution is critical to establishing a credible forum within which to share and resolve cyber issues.

AN OPEN PATH TO SECURITY

Chris Roberts, a cyber-security expert, was detained and interrogated on April 15 for four hours by the FBI when his plane landed in Syracuse because he spoke out in a Fox News interview about security vulnerabilities in airplane technology systems. This incident added to the fear of corporate security and technology leaders about speaking out on the vulnerabilities every organization faces - from risks of identity theft and other cybercrimes to safety risks of the magnitude Mr. Roberts highlighted.

If becoming the target of an investigation is the consequence of calling out risks and vulnerabilities, who will do so? Instead, organizations will continue their current practice of focusing solely on mitigating risks for themselves and leaving others to discover and mitigate the very same risks for themselves. But we've learned that no organization, no matter how much money it invests in cyber-security, can solve the growing cyber-security threat alone.

Members of the Society for Information Managements' Advanced Practices Council, Chief Information Officers from 33 highly respected organizations across industries and sectors, drafted a position statement to advocate for dramatically changing this worsening situation. Calling itself the Coalition for Open Security, the group aims to increase the availability of consumable, actionable cyber security information by pooling anonymously data on threats and intrusions. By creating an open, behavior-based approach, the U.S. can build a more proactive, collaborative response to the threats of bad cyber actors and to use evidence, real time data streams and predictive analytics to better anticipate threats and attacks.

The Coalition's statement calls for three actions to increase awareness of real time security threats and collaborate to mitigate risks:

- 1. Create a forum of end-user organizations working to identify and implement exponentially scalable processes and tools that proactively improve inter-organizational resilience and response to cyber threats.**
- 2. Identify and leverage best practices to support an anonymous repository of cyber-attack and breach information.**

3. Advocate for legislation that removes additional barriers to information sharing and removes barriers to economic availability of resiliency technologies.

In terms of next steps, Coalition is calling for increased participation of cross-industry, private, public and not-for-profit organizations to come together, with the alignment, support and aid of the federal government, to create a forum for the secure and anonymous sharing of cyber threats and attacks, and for legislation protecting participants from exposure of their contributions and from any state or federal criminal prosecution as a result of their anonymous sharing.

Legislation to address the third action is currently being drafted by Congress. At a recent meeting in Washington DC, the Coalition charged a few cyber security and legislative experts with ensuring that those drafting the legislation incorporate the Coalition's thinking.

To learn more about the Coalition, please contact:

Madeline Weiss, Ph.D.

(b)(6)

Or

Rick Watson, Ph.D.

(b)(6)

From: [Fanning, Eric HON SD](#)
To: ["Ashton Carter"](#)
Subject: RE: Intro
Date: Monday, April 27, 2015 5:44:21 AM

Got it!

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

From: Ashton Carter [[mailto:\(b\)\(6\)](#)]
Sent: Monday, April 27, 2015 5:33 AM
To: Fanning, Eric HON SD
Subject: Intro

E -- here's an intro note:

Dear Mark: great seeing you in Seoul! [\(b\)\(6\)](#) who
will be working for Ban Ki Moon. I think you two would enjoy and benefit from knowing one another.
This note connects you. Best, Ash

Sent from my iPad

From: [Ashton Carter](#)
To: [Eanning, Eric HON SD](#)
Subject: Fwd: From Hyun
Date: Monday, April 27, 2015 5:42:18 AM

Sent from my iPad

Begin forwarded message:

From: (b)(6)
Date: April 26, 2015 at 9:14:03 PM EDT
To: Ash Carter (b)(6)
Subject: Re: From Hyun

Sir, the SGs aides are now working to bring me to his office. I hope to continue making you proud.

He asked me to travel with him to Seoul next month. If you think it has any value, I could contact Amb Lippert and introduce myself.

The world needs you safe, more than ever - I hope you don't visit the frontlines too often!

Respectfully yours, Hyun

On Apr 26, 2015 4:21 PM, "Ashton Carter" (b)(6) wrote:

Hi Hyun -- I saw the SecGen in the Pent a week ago. Very good to see him. Also good to be in ROK two weeks ago. Best, Ash

Sent from my iPad

> On Apr 2, 2015, at 11:40 PM, (b)(6) wrote:
>
> Dear Dr. Carter - hope this finds you well, sir,
>
> I will be in Korea from 11 to 19 April.
>
> My uncle is coordinating the Korean policy on re-forestration in North Korea, which doubles as a possible diplomatic entry point. Either he or both of us could stop by to see you and say hello if your schedule permits. Former FM Yoo Jong Ha could also provide you informal but deep insight on the overall policy direction.
>
> On a side note - Ban Ki Moon wanted to see you in DC during the White House CVE summit, and I think he was disappointed he couldn't see you then. He is scheduled to travel to Seoul in May.
>
> Respectfully yours,
>
> Hyun
>

From: [Fanning, Eric HON SD](#)
To: ["Ashton Carter"; Rosenbach, Eric HON SD](#)
Cc: [Lewis, Ronald LTG SD](#); [REDACTED]
Subject: RE: WH corresp dinner
Date: Sunday, April 26, 2015 6:37:41 PM

Boss -- on spokesman, the two recommend very different things. [REDACTED] (b)(5), (b)(6)
[REDACTED] (b)(5)
[REDACTED] (b)(5) I think the right idea is in the middle. You are meeting [REDACTED] (b)(6) this week, and we can move quickly after that.

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

From: Ashton Carter [mailto:[REDACTED] (b)(5)]
Sent: Sunday, April 26, 2015 4:37 PM
To: Fanning, Eric HON SD; Rosenbach, Eric HON SD
Cc: Lewis, Ronald MG SD; [REDACTED] (b)(5)
Subject: WH corresp dinner

Charlie Rose asked if I would do his show again. He said he'd be calling me this week. Need advice. I like him. Not sure about whether now is time or later. One thought is that it's better to do this now, so my first TV exposure isn't on Sunday shows defending/explaining some ugly crisis. On the other hand, don't want to appear a showboat. Need good advice.

Wolf asked me about spokesman. Told him I wanted [REDACTED] (b)(5), (b)(6). Also told [REDACTED] (b)(6) at UK emb fri nite that [REDACTED] (b)(5), (b)(6). Which of our candidates for spokesman/speechwriter does [REDACTED] (b)(6) recommend? And what do he and [REDACTED] (b)(6) recommend to replace Colburn? Ash

Sent from my iPad

From: [Fanning, Eric HON SD](#)
To: "Ashton Carter"
Cc: (b)(6); [Ron Lewis](#)
Subject: RE: Guidelines
Date: Sunday, April 26, 2015 5:32:25 PM

Boss -- I'm not sure what this one is. I'll run to ground. (b)(5)

(b)(5)

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

From: Ashton Carter [[mailto:\(b\)\(6\)](#)]
Sent: Sunday, April 26, 2015 4:46 PM
To: Fanning, Eric HON SD
Cc: (b)(6); Ron Lewis
Subject: Guidelines

I find in my weekend stack a signature required for (b)(5)

(b)(5)

Ash

Sent from my iPad

From: [Ashton Carter](#)
To: [Fanning, Eric HON SD](#)
Subject: DPB
Date: Sunday, April 26, 2015 4:24:29 PM

Wolin? Orszag?

Sent from my iPad

From: Ashton Carter
To: Fanning, Eric HQN SD: (b)(6)
Subject: Fwd: BEYA STEM Conference - Career Communications Group, Inc.
Date: Sunday, April 26, 2015 4:20:45 PM

Long way off, but Lydia is a good person and leader in defense as well as Afro-Am communities. So good to do if sched works.. Ash

Sent from my iPad

Begin forwarded message:

From: "Thomas, Lydia W." (b)(6)
Date: April 25, 2015 at 4:07:21 PM EDT
To: (b)(6)
Subject: BEYA STEM Conference - Career Communications Group, Inc.

Hi Ash,

Hope you are enjoying your new job after the shortest retirement in history. Any chance you will attend the BEYA STEM conference next Feb.? This is the 30th anniversary of BEYA. It will be a super event and your presence on any night of the event would really put it over the top. All the info is below. Certainly hope this is sufficient notice. .

Hope to see you soon. In person that is, not on television!

Cheers,
Lydia

http://intouch.ccgmag.com/?page=beya_stem_conf2

From: [Fanning, Eric HON SD](#)
To: ["Ashton Carter"; Lewis, Ronald LTG SD](#)
Subject: RE: Items
Date: Tuesday, April 21, 2015 8:30:58 PM

Boss -- pushed the team on the negative one. More to report tomorrow. Will figure out number 1.

Best,

Eric

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

From: Ashton Carter [[mailto:\(b\)\(6\)](#)]
Sent: Tuesday, April 21, 2015 6:18 PM
To: Fanning, Eric HON SD; Lewis, Ronald MG SD
Subject: Items

In addition to negative subj that arose were 2 others worth noting:

1. Service member relief act, 125k, why can't DOD hurry up payments? I said j didn't know 2. Comp commission - he said he'd drop by mtg fri. I said I'd be out of town, work would handle. He said its imp that this be on track and not "go sideways" in media. Just caution not concern.

All other topics tracking.

Ash

Sent from my iPhone

From: [Ashton Carter](#)
To: [Fanning, Eric HON SD](#); [Lewis, Ronald MG SD](#); [Rosenbach, Eric HON SD](#)
Subject: Enroute
Date: Tuesday, April 21, 2015 1:47:45 PM

Good lunch. Need to backbrief

Sent from my iPhone

From: [Fanning, Eric HON SD](#)
To: "Ashton Carter"
Cc: [Lewis, Ronald LTG SD](#); [COLBURN, CHRISTOPHER B \(Brent\) SES OSD PA \(US\)](#)
Subject: RE: Rollout
Date: Monday, April 20, 2015 10:39:46 PM

Will do. (b)(6) has been working this.

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

From: Ashton Carter [[\(b\)\(6\)](mailto:(b)(6))]
Sent: Monday, April 20, 2015 10:01 PM
To: Fanning, Eric HON SD
Cc: Lewis, Ronald MG SD
Subject: Rollout

E -- I'll need to have some thoughts for the boss on how to roll out a decision esp in view of my travel starting wed

Sent from my iPad

From: [Ashton Carter](#)
To: [Fanning, Eric MON SD](#); [Lewis, Ronald MG SD](#)
Cc: (b)(6)
Subject: Big 4 mtg
Date: Monday, April 20, 2015 6:20:42 PM

Eric -- second talking point in attachment 2 beginning "if the oco" and ending "base budget money" : I don't understand and would want to clarify before mtg. Ash

Sent from my iPhone

From: [Ashton Carter](#)
To: [Fanning, Eric HON SD](#)
Cc: [Lewis, Ronald MG SD](#)
Subject: Re: Big four
Date: Monday, April 20, 2015 6:07:38 PM

Good. I'll need a game plan, choreography, and what-ifs (akin to hearing prep)

Sent from my iPhone

> On Apr 20, 2015, at 6:02 PM, Fanning, Eric HON SD (b)(6) wrote:

>
> Hedger has been helping from a distance (not ideal, I know). Confirmed earlier that he's here full time on Monday.

> (b)(6) so we are still in the window. We've prepped the battlefield pretty hard that we want to discuss reform, though anything goes of course.

>
> I'll ask Steve for his thoughts.

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

> From: Ashton Carter [mailto:(b)(6)]
> Sent: Monday, April 20, 2015 6:00 PM
> To: Fanning, Eric HON SD
> Cc: Lewis, Ronald MG SD
> Subject: Big four

> (b)(6) I feel blind w/out hedger

> Sent from my iPhone

From: Ashton Carter
To: Kendall, Frank III HON OSD OUSD ATL (US)
Cc: [REDACTED] Fanning, Eric HON SD; Lewis, Ronald MG SD; Rosenbach, Eric HON SD
Subject: Re: Speech
Date: Sunday, April 19, 2015 5:59:36 PM

I read the charts, and there's plenty in there. Ash

Sent from my iPhone

> On Apr 19, 2015, at 5:42 PM, Kendall, Frank III HON OSD OUSD ATL (US)

[REDACTED] wrote:

>
> Got it.
> Frank
> Frank Kendall
> USD(AT&L)

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

> From: Ashton Carter [mailto:[REDACTED]]
> Sent: Sunday, April 19, 2015 05:12 PM
> To: Kendall, Frank III HON OSD OUSD ATL (US)

> Cc: [REDACTED]; Fanning, Eric K SES (US); [REDACTED]

[REDACTED] Rosenbach, Eric HON SD

> Subject: Re: Speech

> Franco -- yes, that sounds right. Some mix of examples, funding plans, and planning efforts. They won't know what a LRRDPP is, or probably care, and they prob don't know how much we spend on technology (for most of them, they will be surprised at how HIGH the numbers are). Tnx. Ash

> Sent from my iPad

>> On Apr 19, 2015, at 5:06 PM, Kendall, Frank III HON OSD OUSD ATL (US)

[REDACTED] wrote:

>>
>> Mr. Secretary,
>> Re nuggets, do you just want a list of some of our more exciting planned and ongoing projects - with short descriptions? That's easy to generate. If you want new things we don't have in the budget yet, that's harder at this point. The work to define them for FY17 is still in progress under LRRDPP and through DSBs etc..

>> Frank
>> Frank Kendall
>> USD(AT&L)

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

>> From: Ashton Carter [mailto:[REDACTED]]
>> Sent: Sunday, April 19, 2015 04:16 PM

>> To: [REDACTED]; Fanning, Eric K SES (US); Ron Lewis

[REDACTED] Rosenbach, Eric HON SD

>> Cc: Kendall, Frank III HON OSD OUSD ATL (US)

>> Subject: Speech

>> Eric and [REDACTED] -- Some items re the speech draft:

>> 1. [REDACTED] -- I have devised an intro for the speech to replace the one that's in there, but I don't have time to type it. Can you give me a portable tape recorder and I'll dictate it for [REDACTED] to type?

>> 2. E -- tell [REDACTED] to begin making this leaner...there's too much fluff, too many windy transitions. I need to make room for more meat, and the wind is not my style. Tight.

>> 3. E -- I need more info, possibly to be included in speech text, regarding the nuggets that are in there now, namely,
>> a. DIU-X -- what is it, who is it, where is it,...
>> b. US Digital Service -- likewise
>> c. In-Q-Tel -- is the basic idea that we are making our first investment in In-Q-Tel, and choosing to add money to it rather than found our own new In-Q-Tel?
>> d. the two declassified cyber examples, what are they, why interesting?
>> e. cyber strategy, what is new and important?
>> 4. All: I'm going to need more info/nuggets on funding, ARPA, and our technology approach from Bob, Frank, and Arathi. We will begin to collect that tmrw morn at our tech mtg.
>>
>> Ash

From: [Ashton Carter](#)
To: [Rosenbach, Eric HON SD](#)
Cc: [Rosenbach, Eric B HON \(US\)](#); [Fanning, Eric HON SD](#)
Subject: Re: More on speech
Date: Sunday, April 19, 2015 5:10:22 PM

Depends on when I can get new intro transcribed and (b)(6) to slim down some of the windy sections.

Sent from my iPad

> On Apr 19, 2015, at 4:49 PM, Rosenbach, Eric HON SD (b)(6) wrote:

>
> Sir:
> My bet is that your edits will get even more substantive until the day before, so I'm set with the speechwriters to feed things directly back and forth. We'll try to turn around another draft on this by tmrw at noon - that sound ok?
> Eric

>
>
> ----- Original Message -----
> From: Ashton Carter [mailto:(b)(6)]
> Sent: Sunday, April 19, 2015 04:34 PM
> To: Rosenbach, Eric B HON (US)
> Cc: Fanning, Eric HON SD
> Subject: More on speech

>
> E and E -- My guess is that I will be fiddling w speech right up to time I deliver. And in fact I will always do that. Therefore, we need a distro model via (b)(6) that recognizes my style. I suppose that means someone from PA working off my latest draft, listening to speech, and putting as-delivered out on web when speech is done. We will need to adapt our processes to accomodate this fact of life for this SD. Tnx. Ash

>
> Sent from my iPad

From: [Ashton Carter](#)
To: [Fanning, Eric HON SD](#)
Subject: Re: Special assistant - (b)(6)
Date: Thursday, April 16, 2015 9:18:54 PM

Good!

Sent from my iPad

> On Apr 16, 2015, at 9:03 PM, Fanning, Eric HON SD (b)(6) wrote:
>
> Boss -- we are already in the process of bringing her onto the team (though haven't closed the deal).
I'm additionally biased because she spent time at HASC and graduated from (b)(6)

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

> From: Ashton Carter [[mailto:\(b\)\(6\)](#)]
> Sent: Thursday, April 16, 2015 7:33 PM
> To: Jonathan Lachman
> Subject: Re: Special assistant - (b)(6)

> High praise coming from you brother. Tnx! Ash

> Sent from my iPhone

>> On Apr 16, 2015, at 10:01 AM, Jonathan Lachman (b)(6) wrote:

>> Ash, I understand that (b)(6) is being considered by the Erics for a special assistant position in your front office. I want you to know she is a superstar. She was the most capable program examiner in my division and was hand-picked last fall to be (b)(6) special assistant. She previously served as a member of (b)(6) and worked for (b)(6). In short, she is an all-around athlete - steeped in the defense budget, of course - but: capable of tackling any defense policy issue you throw at her, no matter how large or small. She writes and briefs clearly and concisely; follows the facts where they lead her; has keen political instincts; exercises solid judgment; and knows how to get stuff done across the government. I can't think of anyone else better to join your team in this role. Best, Jonathan

>>

>> Sent from my iPhone

From: [Fanning, Eric HQN 5D](#)
To: (b)(6)
Cc: "Ashton Carter" (b)(6)
Subject: FW: (b)(5)
Date: Monday, April 13, 2015 6:47:52 PM
Importance: High

(b)(5)

Please note that this call will be UNCLASSIFIED.

From: (b)(6)
Sent: Monday, April 13, 2015 6:28 PM
To: (b)(6)
(b)(5)
Cc: (b)(5)
Subject: (b)(5)
Importance: High

Good Afternoon -

(b)(5)

Thank you.

(b)(5)



From: [Ashton Carter](#)
To: [Fanning, Eric HON SD](#)
Cc: [Lewis, Ronald MG SD](#)
Subject: Re: Spain
Date: Monday, April 13, 2015 5:34:26 PM

Tnx

Sent from my iPhone

> On Apr 13, 2015, at 5:29 PM, Fanning, Eric HON SD (b)(6) wrote:

>

> Will do.

>

> It's my understanding that this is very transactional -- (b)(5)

(b)(6) I'll get another turn to you soonest.

>

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

> From: Ashton Carter [[\(b\)\(6\)](mailto:(b)(6))]

> Sent: Monday, April 13, 2015 5:27 PM

> To: Fanning, Eric HON SD; Lewis, Ronald MG SD

> Subject: Spain

>

> Talking points are not adequate in that they give him nothing to go on. They have me asking questions. Ask policy what I can tell him that will help him. Grrrr!

>

> Sent from my iPhone

From: [Ashton Carter](#)
To: [Fanning, Eric HON SD](#); [Lewis, Ronald MG SD](#)
Subject: Fwd: TRAC April 22
Date: Sunday, April 12, 2015 10:38:00 PM

Drop by if graham is on boArd

Sent from my iPhone

Begin forwarded message:

From: Ronald Lehman (b)(6)
Date: April 7, 2015 at 9:19:58 PM EDT
To: Ash Carter (b)(6)
Subject: TRAC April 22

Dear Ash,

We have a TRAC Plenary April 21-22 with a Senior Leadership out brief on Wednesday, April 22 in the Pentagon. As I think we demonstrated on the Syrian CW issue, the TRAC can help on some of the toughest issues. Our current projects will undoubtedly be of great value to the building, but we would like to be of particular value to you on the most important and difficult issues. No doubt Frank Kendall will keep you posted on our activities and keep us posted on your wishes, but there is no substitute for direct contact. Hope you can join us this time or next. All the best and Good Luck. Ron

From: Ashton Carter
To: Fanning, Eric HON SD
Cc: [REDACTED] Rosenbach, Eric B HON (US); Lewis, Ronald MG SD
Subject: Re: India Visit
Date: Sunday, April 05, 2015 6:01:28 PM

Tnx

Sent from my iPhone

> On Apr 5, 2015, at 5:57 PM, Fanning, Eric HON SD [REDACTED] wrote:

> Boss - will work this while you're gone.

>

>

>

>

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

>

> From: Ashton Carter [REDACTED]

> Date: April 5, 2015, 9:45 AM EDT

> To: Fanning, Eric HON SD [REDACTED]; Lewis, Ronald MG SD [REDACTED]

> [REDACTED] Rosenbach, Eric B HON (US) [REDACTED]

> Subject: Fwd: India Visit

>

> Ask India desk to help you be in touch w Tarun. Aspen would be a good venue to speak during India trip. Also, invite him to pent briefly during his visit if the sched works. Ash

>

> Sent from my iPad

>

> Begin forwarded message:

>

> From: "Tarun Das" [REDACTED]

> Date: April 5, 2015 at 7:20:36 AM EDT

> To: [REDACTED]

> Subject: India Visit

>

> Dear Ash,

>

> I just read of your visit to India in May.

>

> Is it possible for you to take a little time out to meet the Aspen Track 2 group or to address Aspen India in a Public Session?

>

> Warm regards,

>

> Tarun

>

> P.S. By the way, I am in DC 14-16 April for the Aspen meetings and for a CSIS Conference and a Carnegie Conference (to speak). Any Chance of meeting you?

>

>

[REDACTED]

From: Ashton Carter
To: Fanning, Eric HON SD
Subject: Re: From (b)(6)
Date: Thursday, April 02, 2015 8:41:19 PM

Tnx, (b)(6) likes Italian pm idea, just depends on dates. Tnx e

Sent from my iPad

> On Apr 2, 2015, at 8:10 PM, Fanning, Eric HON SD (b)(6) wrote:

>
> I'll track it down and make sure it's either happened or gets done.

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

> From: Ashton Carter (b)(6)
> Date: April 2, 2015, 7:15 PM EDT
> To: Fanning, Eric HON SD (b)(6)
> Subject: Re: From (b)(6)

> No it was to write him a letter of ref and J don't remember maybe I forwarded if to Ron. Ash

> Sent from my iPhone

>> On Apr 2, 2015, at 6:23 PM, Fanning, Eric HON SD (b)(6) wrote:

>> I don't recall seeing this -- I can forward the email on your behalf, if that's what you mean.

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

>> From: Ashton Carter [mailto:(b)(6)]
>> Sent: Thursday, April 02, 2015 5:58 PM
>> To: Fanning, Eric HON SD
>> Subject: Fwd: From (b)(6)

>> Did we do this?

>> Sent from my iPhone

>> Begin forwarded message:

>> From: (b)(6)
>> Date: April 2, 2015 at 9:36:25 AM EDT
>> To: Ash Carter (b)(6)
>> Cc: (b)(6)
>> Subject: Re: From (b)(6)

>> Really appreciate this - esp how busy you are!

>> Really enjoyed listening to your recruiting and retention thoughts/Initiatives. Breath of fresh air.

>> Will let you know how the Fisher piece works out....

>> MB (b)(6)

>> (b)(6)
>>
>>
>>

>> On Mar 31, 2015, at 12:26 PM, Ashton Carter (b)(6) wrote:

>> Will do brother
>> Sent from my iPhone

>> On Mar 30, 2015, at 5:50 PM, (b)(6) wrote:

>> Sir - trust this finds you happy and well.

>> I've met in the last week with both Ken Fisher and Dave Coker (President, Fisher House Foundation). I'm in the final stages of discussing my joining their team, specifically to support the 2016 Invictus Games.

>> Would you mind writing a short email to Ken as a reference for me? My understanding from Dave Coker is that Ken is making the decision this week whether to hire me. It would mean a lot to me and know it would go a long way with Ken - especially as I would be a direct report to him. I've drafted a short note below.

>> Ken's email address is (b)(6)
>> —
>> Ken,

>> I've learned you and Dave Coker have had the pleasure of meeting (b)(6) As you know, (b)(6) and I have done a lot of work together and I want to pass along my solid trust and confidence in him. He would be a valuable asset to you. Trust me, he's terrific!

>> My best,
>> Ash
>> —

>> Many thanks, Sir.
>> VR (b)(6)

>> (b)(6)
>>
>>
>>
>>
>>
>>