

(b)(6)

From: (b)(6) CIV OSD OMC Convening Authority
Sent: Tuesday, October 23, 2012 2:44 PM
To: (b)(6) Mrs. OSD OMC Convening Authority; (b)(6) COL OSD OMC Convening Authority
Cc: (b)(6) OSD OMC Convening Authority
Subject: RE: Thank You for Participating - Judicial Watch Representation at GTMO for the 9/11 Hearings (13 - 20 October)
Attachments: RE: Thank You for Participating - NACDL Representation at GTMO for the 9... (3.28 KB)
Signed By: (b)(6)

Yes, Ma'am, and I walked (b)(6) (JTF-GTMO Escort NCOIC) and (b)(6) through the female showers and latrine to show them what (b)(6) showed me. The next day I asked all of the ladies if they were pleased with the cleanliness of the tents and they said they were. The water was hot and the showers and latrines were clean. (b)(6) did mention the water in the shower was orange on Friday night and this is the first I'm hearing about it. I've attached her letter for you to read.)

She mentioned a bug, a single bug, that bit her inside the tent. As often as we were walking in and out of that space, I'm not surprised one flew in. The spray trucks were out, sometimes sooner than they should have been, but they were out. I was bitten more often in August than last week.

(b)(6) did confront (b)(6) about the cleanliness of the living area on Tuesday afternoon, I believe (b)(6) am I right?). It was a heated discussion, to be truthful, but (b)(6) was extremely professional even while (b)(6) was baiting him.

All of this was going (and will still go) into the AAR (b)(6) and I are working on. We will have it to you by COB tomorrow.

Respectfully,

(b)(6)

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

From: (b)(6) Mrs. OSD OMC Convening Authority
Sent: Tuesday, October 23, 2012 2:31 PM
To: (b)(6) CIV OSD OMC Convening Authority; (b)(6) COL OSD OMC Convening Authority
Subject: RE: Thank You for Participating - Judicial Watch Representation at GTMO for the 9/11 Hearings (13 - 20 October)

(b)(6) Were there problems with the condition/cleanliness of the latrine and shower tents? Was there an insect issue in the tents?

(b)(6)

Chief, Operations Department
Office of Military Commissions
Mailing Address (Mark Center):
4800 Mark Center Drive, Suite 11F09-02
Alexandria, VA, 22350-2100

(b)(6)

DSN (b)(6)

~~This email communication is intended only for the use of the designated recipient, and may contain attorney-client communication. As such, it is privileged and confidential. If the reader of this message is not the intended recipient, you are hereby notified that you have received this communication in error, and that any review, dissemination, distribution, or copying of the message is strictly prohibited. If you have received this transmission in error, please destroy this transmission and provide notification to me of the erroneous transmission immediately.~~

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

From: (b)(6) CIV OSD OMC Convening Authority
Sent: Tuesday, October 23, 2012 2:27 PM
To: (b)(6) COL OSD OMC Convening Authority; (b)(6) Mrs. OSD OMC Convening Authority
Subject: FW: Thank You for Participating - Judicial Watch Representation at GTMO for the 9/11 Hearings (13 - 20 October)

Sir and Ma'am:

Please find below Ms (b)(6) comments regarding her stay last week at GTMO. Be advised that she cc'd BG Martins on her reply.

Respectfully,

(b)(6)

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

From: (b)(6) (b)(6)
Sent: Tuesday, October 23, 2012 2:09 PM
To: (b)(6) CIV OSD OMC Convening Authority
Cc: (b)(6) Mr OSD OMC Convening Authority; Martins, Mark S BG Chief Prosecutor Military Commissions; (b)(6) CIV OSD OMC Convening Authority
Subject: Re: Thank You for Participating - Judicial Watch Representation at GTMO for the 9/11 Hearings (13 - 20 October)

Hi, (b)(6) (b)(6)

Thanks for seeking my feedback.

Unfortunately, my standards have sunk along with the quality of the accommodations provided to observers over the course of the past nine months. So, my main suggestions from last week's trip would be for the escort corps to work more diligently with JTF-GTMO to ensure the satisfaction of observers' basic needs in a safe, healthy manner for the duration of our stays. By this I mean providing and maintaining:

- clean, working toilets and toilet area (up to published Army/Navy standards at a bare minimum) to prevent disease;
- clean shower water and shower area (up to published Army/Navy at a bare minimum) to prevent infection;
- pesticide treatment (up to published Army/Navy standards at a bare minimum) to prevent mosquito-borne illness in the sleeping area;
- reliable transportation at all times, including reachable substitutes in the event of foreseeable vehicle failures; and,
- prompt movement to and from court as well as on and off of planes so that observers are not consistently denied adequate bathroom, meal, and prayer breaks, as applicable.

While humane and appreciated, the foregoing elements are not favors to the observers. Since observers are purportedly present at the proceedings in place of the American public, the foregoing aspects of a safe and healthy environment are actually necessary factors in evaluating the prosecution's claim that the proceedings are indeed open to the public. To

that end, I have also copied Gen. Martins to this email, since as chief prosecutor he would seem to have a vested stake in the abhorrent and worsening conditions and policies of Camp Justice under (b)(6) helm. Like it or not, every misstep by the logistics officer -- intentional or otherwise -- reflects negatively and heavily on the commissions process as a whole. I have also copied (b)(6) since he is the escorts' team leader, I think.

As for my return, I may be back sooner than I had hoped. Given that prospect, I very much appreciate the Office of Military Commissions having taken the trouble to compile print copies of the court's docket and pertinent briefs last week, given the consistently temperamental nature of commercial web access on base. Now, if escorts did less to encumber access to those paper documents during the observers' stay, we'd all be on the same page.

Respectfully, (b)(6)

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

From: (b)(6) CIV OSD OMC Convening Authority" (b)(6)
Date: Tue, 23 Oct 2012 13:29:11
To: (b)(6)
Cc: (b)(6) Mr OSD OMC Convening Authority (b)(6)
Subject: Thank You for Participating - Judicial Watch Representation at GTMO for the 9/11 Hearings (13 - 20 October)

Good afternoon (b)(6)

Thank you once again for coming to GTMO to observe the 9/11 hearings at GTMO. (b)(6) and I hope you found the trip both productive and informative.

If you would, please send us some feedback about the week - we're always looking for areas of improvement. Let us know how we did personally; what we did well and where we could use some work. Also, let us know if there are any reasonable improvements OMC can make regarding the hospitality at Camp Justice.

I know you've planned to take some time off from attending the hearings. Please know that we do look forward to seeing you again in the future.

Best to you,

(b)(6) and (b)(6)

(b)(6)
Executive Assistant to
the Chief, Operations Department
Office of the Convening Authority
for Military Commissions

(b)(6)
NIPR: (b)(6)
SIPR: (b)(6)
Website: <http://www.mc.mil/>

~~CAUTION: Information contained in this message may be protected by the attorney/client privilege, attorney work product, deliberative process or other provisions of the Freedom of Information Act. Do not disseminate further without approval from the Office of the Convening Authority for Military Commissions.~~

(b)(6)

From: (b)(6) CIV OSD OMC Convening Authority
Sent: Wednesday, October 24, 2012 12:33 PM
To: (b)(6)
Cc: (b)(6) OSD OMC Convening Authority
Subject: RE: Thank You for Participating - ABA Representation at GTMO for the 9/11 Hearings (13 - 20 October)
Signed By: (b)(6)

Hello, (b)(6)

(b)(6) mentioned you'd like to have the names of the JTF-GTMO driver/escorts in order to properly address your letter. They are as follows (by shift):

Morning shift:
1LT (b)(6)
SFC (b)(6)
SrA (b)(6)

Afternoon/Evening shift:
1LT (b)(6)
TSgt (b)(6)
SPC (b)(6)

If you need more information, please let us know.

(b)(6)

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

From: (b)(6) [\(mailto:\(b\)\(6\)\)](mailto:(b)(6))
Sent: Tuesday, October 23, 2012 11:19 AM
To: (b)(6) CIV OSD OMC Convening Authority
Subject: Re: Thank You for Participating - ABA Representation at GTMO for the 9/11 Hearings (13 - 20 October)

(b)(6)

I cannot thank you and (b)(6) enough for your incredible kindness and attention during my most recent stay at Gitmo. I am VERY sorry if I was a burden. My doctor back home was convinced I must have swallowed some of the non-potable water and I can't remember being that sick in a very long time. Making it more difficult was the fact that the internet unavailability made me absolutely cut off from my office. I get about 150 e-mails a day in my office, about 10% of which require response. In August the wireless internet worked pretty well, this time not at all. a, thanks for everything.

But despite that watching the three sessions of the Commission was truly fascinating and every bit worth any discomfort I had to temporarily endure. I really enjoyed the other NGOs, the media I met and particularly the uniformed and non-uniformed Escorts. I have explained to many how you and (b)(6) were there to take us anywhere, anytime.

Please give (b) my deep thanks. I am very sorry I was such an imposition. In my two weeks on base I have had an enormous opportunity to view both the facilities and the hearings. I'm more interested in the process and "color" than the individual hearings results. As a current "learned counsel" by military standards I have a different view of some of the proceedings.

I will be writing a formal letter of thanks and commendation about you and (b)(6) in particular and the other escorts to (b)(6) who has told me that is the best way to express my formal gratitude.

(b)(6)

Vice-Chair, Criminal Justice Section
American Bar Association

On Tue, Oct 23, 2012 at 7:04 AM, (b)(6) L CIV OSD OMC Convening Authority (b)(6) wrote:

Good morning, (b)

(b)(6) and I have been concerned about you since you departed GTMO on the 18th. Please, when you're able to, let us know how you're doing and how your trip home went. Your fellow observers were saddened to hear you had to leave so soon and all sent you off with their best wishes.

If you have any feedback, positive or constructive, regarding your trip as a whole and, more specifically, for (b)(6) and I as your OMC Escorts, please do let us know. Positive feedback feeds the smile, constructive feedback helps us grow and improve.

We wish you the best and I, personally, am happy that you were able to return for the hearings this month. It was a true pleasure escorting you again.

Very Respectfully,

(b)(6) and (b)(6)

(b)(6)

Executive Assistant to
the Chief, Operations Department
Office of the Convening Authority
for Military Commissions

(b)(6)

(b)(6)

NIPR: (b)(6)

SIPR: (b)(6)

Website: <http://www.mc.mil/>

~~CAUTION: Information contained in this message may be protected by the attorney/client privilege, attorney work product, deliberative process or other privileges. Do not distribute further without approval from the Office of the Convening Authority for Military Commissions.~~

(b)(6)

From: (b)(6) CIV OSD OMC Convening Authority
Sent: Wednesday, October 31, 2012 4:02 PM
To: (b)(6) OSD OMC Convening Authority; (b)(6) COL OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority; (b)(6) Mrs. OSD OMC Convening Authority; (b)(6) OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Subject: FW: Request for Observer Feedback - Al Nashiri Hearing from 22-26 October 2012
Signed By: (b)(6)

All,

Please see feedback below from one of the Observers last week.

Thanks,

(b)(6)

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

From: (b)(6) [mailto:(b)(6)]
Sent: Wednesday, October 31, 2012 3:56 PM
To: (b)(6) OMC Convening Authority
Cc: (b)(6)
Subject: RE: Request for Observer Feedback - Al Nashiri Hearing from 22-26 October 2012

(b)(6) here are my observations, all of which I already had the pleasure of discussing with you verbally. I hope you share them with your supervisors and I sincerely appreciate your effort to obtain feedback.

All the escorts were nice, cordial and respectful at all times, despite a stressful situation with Hurricane Sandy. They went over and above their duties, and I truly appreciated their efforts. Nonetheless, I had three significant problems with OMC: the accommodations, the rules, and the lack of decision transparency with respect to the Hurricane. Ultimately, even though you highlighted that my safety was a priority, the impression I received was that our safety was not a priority. Allow me to explain each in turn:

Accommodations: Simply put, they were dreadful, unnecessary and ultimately unsafe. You advised us that these accommodations were necessary because (1) there was not enough housing on base and (2) OMC had paid for these disgusting tents and thus must use them. First, we learned that East Caravellas had plenty of room (because we ultimately stayed there during the Hurricane), so (1) was simply untrue -- there was nicer and more appropriate housing available. Second, I don't see why it is relevant if OMC paid for these tents or not -- I was happy to pay \$50 per night to stay in decent housing. Putting us in these tents seemed designed to send a message -- don't come back. I am not a college kid looking to stay in a hostel to save a few bucks, and a hostel would have been better than those tents, toilets and showers.

Rules: You were compelled to enforce a wide range of ridiculous, and I think, counter-productive rules. For example, the attempts to stop us from talking to the media, victim family members and others by (1) creating separate housing areas that we were not permitted to breach, (2) separating us in the airplane (which led to a ridiculous dispute between (b)(6) and the LTC attached to the media on the return flight regarding how many "separation rows" had to be between the media and the NGOs, and which I think ultimately led you to have a conversation with the LTC), and (3) other means that you are more familiar with than I.

This all accomplished one thing in my mind -- to create the appearance that OMC is not focused on transparency. If OMC was focused on transparency, then why make such an effort to stop us from communicating with each other? In addition, ultimately you cannot stop us from talking to one another anyway, so it seemed to me to be both an unwise and counter-productive policy because all it accomplished was the creation of ill-will. I don't know why OMC would want that. Equally odd was the rule prohibiting us from drinking beer in the same room where we watched the Presidential debate based on the theory that we would be drunk when we write something regarding the hearings. We are adults, and I think we should be treated as such.

Decision Transparency: The entire decision-making process regarding our safety and the potential evacuation due to Hurricane Sandy was entirely opaque. Several times you and others highlighted that "they" (a vague pronoun that I could never fully understand, but perhaps referring to your superiors in DC or on base) may be more reluctant to evacuate because they evacuated too early in the last storm -- the idea that I would have to suffer through a hurricane because they were less than pleased with their last decision seemed ridiculous to me. Thank God no one was injured, because if someone was injured then I am sure that such an explanation would have been very inadequate (i.e. we didn't evacuate this time because last time it wasn't that bad and so we made a mistake evacuating). When I heard that that was the logic driving decisions, I was disturbed. In addition, delaying our move out of the tents as a hurricane was moving towards us was disturbing -- those tents ultimately did not withstand the hurricane. Nonetheless, OMC waited until the last second to move us out of the tents. As a result, by the time we got to East Caravella's, we were soaking wet. It was an unnecessary risk and I can't understand why the risk was taken -- where was the harm in getting us out sooner so that we could be sure of our safety? It seemed as though OMC didn't want to put us in decent housing unless it was clear that we would be hurt by leaving us in the tents, as though the potential of harm was not in itself sufficient to trigger a decision to move us (i.e. harm had to be certain, not merely probable, to trigger the move to safety -- I don't appreciate anyone taking that chance with my safety). In addition, you highlighted that we might be moved to the gymnasium instead -- anything would have been better than the tents given the hurricane coming, but this statement reinforced in my mind that there was some deliberate effort to force us into substandard accommodations. As a result, I can't help think that was designed to send a message -- don't come back.

Also, I don't understand why we had to be accompanied everywhere we went -- foreign nationals roamed freely about the base, but US citizens, even those with clearances, were forced to be accompanied at all times. That made no sense.

In addition, we were forced to pay \$150 for very mediocre internet access, but later learned there was free wifi at Starbucks and other places -- that was a mean trick.

Obviously, I don't know who created these rules. But I think they ought to consider the impression these rules give to civilians. When I served as a civilian intelligence officer for the Department of Defense I was always treated well. Here, the physical treatment (i.e. where we stayed, how decisions were made, and the impression of the priority of our safety) was at odds with everything I have experienced before in my 8+ years with the U.S. military. I felt like we were treated like second class citizens in some regards.

Now, all that said, I do appreciate you picking me up and dropping me off at the airport -- something you didn't have to do. I also found the proceedings fascinating and was happy to witness something historic. However, I think OMC could easily treat its civilian visitors a bit nicer next time. Witnessing history doesn't have to be this unpleasant or so risky in these circumstances.

To sum it all up, these rules, these accommodations, and the decisions regarding our safety, were -- I felt -- disrespectful and shameful.

Best, (b)(6)

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

From: (b)(6) OSD OMC Convening Authority [mailto:(b)(6)]

Sent: Wednesday, October 31, 2012 2:27 PM

To: (b)(6)

(b)(6)

Cc: (b)(6) OSD OMC Convening Authority

Subject: Request for Observer Feedback - Al Nashiri Hearing from 22-26 October 2012

Good Afternoon Everyone:

(b)(6) and myself hope that you are all safe and sound after, unfortunately, experiencing Sandy for a second time in less than a week.

As we both mentioned last week, we are reaching out to gain feedback from you regarding your trip to GTMO last week to observe the Al Nashiri hearing.

If you are willing, please send us some feedback about the week as we are always looking for areas of improvement. Let us know how we did personally; what we did well and where we could use some work. Also, let us know if there are any reasonable improvements OMC can make regarding the hospitality at Camp Justice.

We also want to thank you all again for being such a accommodating and flexible group with all the consistent changes that occurred due to Hurricane Sandy.

We both hope to see you all again sometime in the near future.

Respectfully,

(b)(6) and (b)(6)

(b)(6)

Program Analyst

Office of Military Commissions - Convening Authority 4800 Mark Center Drive, Suite 11F09-02 Alexandria, VA 22350-2100

Office: (b)(6)

Blackberry: (b)(6)

Fax: (b)(6)

NIPR: (b)(6)

SIPR: (b)(6)

~~CAUTION: Information contained in this message may be protected by the attorney/client privilege, attorney work product, deliberative process or other privileges or protections. Do not distribute further without approval from the Office of the Convening Authority for Military Commissions~~

To ensure compliance with requirements imposed by U.S. Treasury Regulations, Proskauer Rose LLP informs you that any U.S. tax advice contained in this communication (including any attachments) was not intended or written to be used, and cannot be used, for the purpose of (i) avoiding penalties under the Internal Revenue Code or (ii) promoting, marketing or recommending to another party any transaction or matter addressed herein.

This message and its attachments are sent from a law firm and may contain information that is confidential and protected by privilege from disclosure. If you are not the intended recipient, you are prohibited from printing, copying, forwarding or saving them. Please delete the message and its attachments without printing, copying, forwarding or saving them, and notify the sender immediately.

=====
=====

(b)(6)

From: (b)(6) CIV OSD OMC Convening Authority
Sent: Wednesday, November 07, 2012 9:45 AM
To: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Cc: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Subject: RE: Bremcor Cleaning Contract Query

Highly recommend the same!

Broad distribution of expectations from Bremcor.

V/r

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

From: (b)(6) CIV OSD OMC Convening Authority
Sent: Wednesday, November 07, 2012 9:43 AM
To: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Cc: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Subject: RE: Bremcor Cleaning Contract Query

I can tell you that, with the possible exception of (b)(6) because of his ELC responsibilities, I seriously doubt that any of the building escorts know anything about what it is that the Bremcor cleaners are really supposed to do. They only escort because they happen to be there when the cleaners come through and they primarily make sure that the escorts don't try to walk away with info that they're not supposed to have and that they actually leave the premises when they've finished. That's completely separate from the underlying question of what it is that Bremcor is really supposed to be doing. That of course doesn't mean that we couldn't tell all OMC-5 staff (each of whom could wind up escorting) to be more observant about actual cleaning duty performance.

(b)(6)

Executive Officer
Office of Military Commissions - South

(b)(6)

DSN: (b)(6)

Comm: (b)(6)

Cell: (b)(6)

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

From: (b)(6) CIV OSD OMC Convening Authority
Sent: Wednesday, November 07, 2012 9:38 AM
To: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Cc: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Subject: RE: Bremcor Cleaning Contract Query

In AV29 (b)(6) used to escort. I know during commission events (b)(6) told me he did the escorting in the ELC. Not certain about AV34 or routine ELC clean ups. The big issue seems to be during commission events it is not being done frequently enough.

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

From: (b)(6) CIV OSD OMC Convening Authority
Sent: Wednesday, November 07, 2012 9:36 AM
To: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Cc: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Subject: RE: Bremcor Cleaning Contract Query

The problem may be that the escorts are not directing the clean up.. and perhaps the escorts do not have the list of expectations..

Who would be doing this (who are the spectrum of possible escorts?)

The cleaners do not historically have a "foreman"

V/r

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

From: (b)(6) CIV OSD OMC Convening Authority
Sent: Wednesday, November 07, 2012 9:28 AM
To: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Cc: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Subject: RE: Bremcor Cleaning Contract Query

They have to be escorted as they don't have clearances.

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

From: (b)(6) CIV OSD OMC Convening Authority
Sent: Wednesday, November 07, 2012 9:26 AM
To: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Cc: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Subject: RE: Bremcor Cleaning Contract Query

Always sketchy getting the truth.. EVERYONE claims to be a COR.. because it sounds good.

In reality I think (b)(6) may be the ACOR.

V/r

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

From: (b)(6) CIV OSD OMC Convening Authority
Sent: Wednesday, November 07, 2012 9:20 AM
To: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Cc: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority
Subject: RE: Bremcor Cleaning Contract Query

Sounds like we need an actual ACOR, if there isn't one already.

(b)(6)

Executive Officer
Office of Military Commissions - South

(b)(6)

DSN: (b)(6)

Comm: (b)(6)

Cell: (b)(6)

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

From: (b)(6) OSD OMC Convening Authority

Sent: Wednesday, November 07, 2012 9:18 AM

To: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority

Cc: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority

Subject: RE: Bremcor Cleaning Contract Query

Someone must be walking with them?

We would then need the form and then submit to COR (b)(6) . (at NAVSTA PW - under CDR (b)(6)

As I recall (vaguely) the COR is also supposed to be doing spot checks.. but with all he has on his plate.. he rarely does any on any of the multiple contracts he has under his cognizance.

V/r

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

From: (b)(6) CIV OSD OMC Convening Authority

Sent: Wednesday, November 07, 2012 9:15 AM

To: (b)(6) CIV OSD OMC Convening Authority; (b)(6) OSD OMC Convening Authority

Cc: (b)(6) CIV OSD OMC Convening Authority; (b)(6) CIV OSD OMC Convening Authority

Subject: RE: Bremcor Cleaning Contract Query

From my discussions with (b) we also have the ability (and duty I guess) to inspect each time and tell them if they failed to meet expectations. I gather (b) does that in the ELC as he must escort them so he watches carefully to ensure it is done right.

From: (b)(6) CIV OSD OMC Convening Authority

Sent: Wednesday, November 07, 2012 9:04 AM

To: (b)(6) CIV OSD OMC Convening Authority

Cc: (b)(6) CIV OSD OMC Convening Authority; (b)(6) OSD OMC Convening Authority

Subject: Bremcor Cleaning Contract Query

(b)(6)

(b)(6) just called on behalf of (b)(6) who passed along a message from Mr (b)(6) They want to know:

Who is the COR for the Bremcor Cleaning contract?

What is CLO's actual responsibility (i.e., CLO is probably not the COR, but could be an ACOR or maybe just a customer reporting in on OMC's behalf) for this contract?

By contract, how often are the tents and cuzcos cleaned?

What are Bremcor's contractual responsibilities for the cleaning (e.g., is Bremcor doing everything that it is contracted to do, does the contract cover all of the cleaning responsibilities that really need to be covered, etc.)

What is the process by which the cleaning schedule can be modified (e.g., is flexibility built into the contract so that we can adjust it and how does it work)?

Ultimately, what Mr (b)(6) wants to know is whether OMC/CLO is getting full performance by Bremcor. If we are but the cleaning is still insufficient, then how can we get better/more service? The idea is to try to eliminate complaints about cleanliness standards.

Could you please look into this and report back?

Thanks,

(b)(6)

(b)(6)

Executive Officer

Office of Military Commissions - South

(b)(6)

DSN: (b)(6)

Comm: (b)(6)

Cell: (b)(6)

Checklists for Fast Cruise 23 April-27 April 2012

Information Technology

1. Go through each work area for OMC-CA and OCA, and coordinate with OCP, OCDC and TJ in AV-34, AV-29, and the ELC to validate the following
 - a. All computers on NIPR and SIPR are connected and will boot up.
 - b. All computers on NIPR and SIPR are mapped to printers
 - c. All software on NIPR and SIPR machines is current and the same version of each type of software is on each machine.
 - d. Commercial internet computers are connected and will boot up.
 - e. All copiers are in working order with paper available.
 - f. All scanners and high-speed scanners are in working order with paper available.
 - g. All telephones are in working order with dial tones
2. Test all monitors with CCTV feed to ensure they are operational
3. In ELC, are all JWICS terminals operational?
4. In ELC, is defense P2P system operational?
5. Verify that all wiring for CCTV is in place and ready for Fermion technicians to arrive on 1 May to begin testing.
6. Verify that all wiring, cameras, and lights in the MOC are in working order and test the feed from the MOC to the monitors.
7. Verify that all translator equipment (audio and video) in OMC CA trailer is in working order.
8. Check that the phone in the OGA office works so they can call to the CSO if necessary.
9. Verify that the OGA will also have a radio as backup to the CSO.

Camp Justice

1. Has each Cuzco been inspected to ensure that it is clean, that the air conditioner, refrigerator, and phone work, that the shower and latrine work, and that the linens have been provided?
2. Has each OMC tent been inspected to ensure that it is clean, that the air conditioner, refrigerator, and phone work, and that the linens have been provided?
3. Have the shower and latrine tents been inspected to ensure that they are clean and that the hot water for the showers and toilets in the latrine tents are functioning?
4. Does each room or tent have a list of emergency telephone numbers to call if there is a problem with the tent or room?

5. Will the tent where the OMC trunks are stored be open for people to get their belongings on 3 May?
6. Are all tents for the media and Observers clean and have the linens been provided?

Security

1. Verify that manning will be sufficient for ELC operations for the arraignment with Bumpus, Macato, Streeter, and Grant.
2. Ensure that SFC Streeter is trained on all security operations she may need to perform.
3. Are sufficient badging materials available and does badging machine (and backup) work?
4. Ensure that combinations for all safes in the ELC, especially those for OCP, OCDC, and OCA are available if needed.
5. Are all SCIF'd offices clean, does the A/C work, are there any problems with mold or the floors which would interfere with use of the workspace.
6. As much as possible, verify that personnel coming for the arraignment have current clearances. Identify any potential issues for trial team members and notify OMC-N asap as they are known.
7. Verify that OGA personnel are comfortable with the security procedures in place in the courtroom and holding cells to protect classified information.
8. Is real-time CCTV feed from CR II to security trailers working?
9. Are cameras in holding cells working?
10. Should OMC Security have a briefing for trial teams before the arraignment to go over any potential issues or problems?

Logistics

1. (b)(6) -status check on-
 - a. Vehicle assignments
 - b. Hard Housing including obtaining hard housing for additional defense teams and female counsel.
 - c. BEEF and CLOe standing by for possible repairs in Cuzcos and tents?
 - d. Assignment of housing in Cuzcos and tents being done IAW Housing Policy?

(b)(6)

Mr OSD OMC Convening Authority

From: (b)(6) CIV OSD OMC Convening Authority (b)(6)
Sent: Thursday, July 12, 2012 3:44 PM
To: (b)(6) OSD OMC Convening Authority; (b)(6) CAPT
JTFGTMO/OMC/CA
Subject: FAST CRUISE CHECKLIST
Signed By: (b)(6)

CAPT,

I completed my portion of the fast cruise checklist this afternoon. I toured the tents, latrines, and cuzcos with CS3 (b)(6) from CLOe. All appear to be clean and in good working order. I checked with (b)(6) on vehicles and housing assignments and all were satisfactory.

The VFM trailer is ready to go. Additionally, (b)(6) is here and is remaining throughout next week. If anything comes up with the VFM trailer, I will work with her to resolve the issue. The witness trailers are not ready due to the phone installation.

V/R,

(b)(6)

Office of Military Commissions - South
Guantanamo Bay, Cuba

Comm: (b)(6)

DSN: (b)(6)

(b)(6)

APR 20 2 11 PM '06
 (b) (6)

ISSUE	DISCUSSION	RECOMMENDATION
Logistics	OMC CA CLO Request submission. OMC CA submitted 4 different CLO requests for the same trip instead of a consolidated request for all travelers. This resulted in at one traveler's requirements not being coordinated in advance.	Consolidate all OMC CA requirements in to a single document and revise as necessary. JTF systems issues compounded the issue.
Logistics	Billeting- VFMW billeting issues	CLOe looking into...
Logistics	External requests for services can be extremely burdensome the week of hearings (i.e. GAO ELC/AV-34 Tour)	Increased coordination and planning across JTF, CLOe, NAVSTA and OMC. Utilize common calendar to deconflict upcoming events (located on SIPR for NAVSTA, JTF, etc.)
Logistics -- Cuzcos	We really appreciate the updates made in the Cuzcos (new mattresses, iron, ironing board, bulletin boards, etc.)	n/a (except keep up good work!)
Logistics -- Lunch	Is there now a place to get lunch around the ELC so we do not have to go to "downtown" GTMO?	If so, please disseminate (perhaps in Trip Brief); if not, continue to work towards temporary lunch accommodations during hearing sessions for personnel who do not have time to leave for lunch
Logistic - Gallery Seating	Gallery seating: much better turnout/requested ratio than the last hearing.	On first day's morning, there were only 4 no-shows; however that afternoon none of the media/Schulz group attended. For the second day, there were 5 / 6 no shows for morning / afternoon sessions.
Observers	The week went very well. Thanks goes out to all the JTF Escorts that helped out (b) (6) and myself in ensuring the Observers were well taken care of. From Andrews, to the island, to going to dinner, lunch, etc, everything went as planned. There were no major issues to report and the Observers seemed to enjoy their experience.	There were some requests from the Observers that I overheard over the past couple of days that seem to be easy fixes: 1) Could someone Windex the window in the Gallery and Courtroom for the Observers to see better into the well of the courtroom 2) In the Internet Lounge, there was a request for a standalone printer to print out motions that are just becoming available on the website. We recommend both to occur.

General Comments	Our first Mule did not work (engine was revving while driving). We received a second Mule and on the last day, the Mule's transmission dropped out and it stopped working causing (b) and I to push the mule up a hill to AV-29.	Recommend that all the Mules go through maintenance to confirm their functionality before being lent out to OMC personnel on the island
Media	For the most part, there were few, if any, issues from the media. One concern of the press involved overzealous escorts. For example, escorts would look over the shoulders of press to view what they were writing and reading. Also (b)(6) claimed that a security officer (MSST) yelled at her when she sat in a seat other than the one she was assigned to. Otherwise, (b)(6) handled their questions (both from the media and NGOs) regarding the various motions presented and the status of the 9/11 cases.	JTF PAO handled the issues accordingly. She also indicated the reports were overblown or just mis-represented by the media. Other witnesses confirm that this was the media exaggerating events in the courtroom.
IT	The main 20 Meg circuit went down for 18 minutes (1344-1401) on 4/12/2012. Currently reviewing.	Established escalation path. Working with DISA to isolate and resolve issue.
IT	Printer Issues: A couple printers in AV34 reported paper jams. Resolved with dry paper and changed out printers.	Moist paper is the problem. IT is coordinating with logistics to provide dry paper during the week of court.
IT	Two OCA that came down did not have OSD accounts. We used the process to get the new accounts approved by OSD.	Stress to the teams that they need to have the accounts created via OSD North before they arrive on island if they want immediate connectivity.
IT	TJ brought a drive with them that had most of their data to load onto the OMC-S server. There were a few files missing. As the TJ had the files open, they were not copied, therefore not brought down. This was resolved over the circuit	If bringing down data, the team need to close the files to be copied over and brought to OMC-S.
IT -- OSD Network	Still slow for OCA personnel; email froze, some OCA computers still need access to O drive; saving documents to O drive extremely slow	Understand there may be work arounds to increase speed, efficiency of system, including "shifting" our profiles to OMC-S on day we fly down. Will stay tuned for further improvements

IT -- Hardware	OCA's main focus ; Many of our offices still do not have the IT needs we require to successfully complete our mission should we have concurrent sessions, sessions in CR I, or closed sessions (new requirement as of this trip).	We are creating a "Checklist" for IT personnel where we will list, in one location, all of our specific computer needs; we understand IT is pulled in many different directions, especially during hearings; Ms. Wagner is therefore staying at OMC-S for a week following the hearing to work with IT on OCA spaces; we will also expect a weekly update of items accomplished by OMC-S on our offices-- this should be reported every Friday from OMC-S IT to Ms. Wilkins and Ms. Hill until the List has been completed. We will have the List to you NLT Monday, April 16 COB.
-----------------------	--	--

Communications	RADIOS: SSRs/AV/IT/OIC require radios be available to work ADHOC questions/CCIR and person-person response. Had 2 radios for OMC-S internal comms for this event, helped out tremendously.	In process of ordering additional radios
Courtroom Operations	The media asked that the camera operator periodically pan the defense table especially at the very beginning of a session and after breaks. Nashiri was only shown a few times the first day. The reporters are talking like this is intentional.	On second day, TR Techs manually viewed Nashiri much more frequently- at the beginning of the hearing, during times when the attorneys left the podium after presenting their arguments, and when there were breaks in their respective arguments.
MOC Press Brief	still image was professional and audio was clear. Over all video was reported dark. Music played before and after the brief was acceptable, but not authorized.	Reset the cameras to optimum condition, or change the background lighting by adding another light behind the speaker. In the future will use classical music as it has NO copy right issues.
Courtroom II	Noticed a slight under-tone from the interpreters during the broadcast.	Resolved the issue by re-allocating system flow for Key and Norm settings.
	Noticed Audio was "Choppy" during broadcast in the AM session on Wednesday, and the completely dropped-out on Delay server #1, and was very low on Delay server #2	Resolved the issue by Immediately switching from primary to back-up delay server, when that did not work, asked for a 5 minute recess to reset the delay servers. Proper procedures were followed.

Telephone conference	Maintained one person to monitor the telephone conference with SOUTHCOM during the sessions	Jeremy Howell was outstanding in this role, which allowed for seamless communications between GTMO and SOUTHCOM
-----------------------------	---	---



Office of Military Commissions

**9/11 – al Nashiri Draft After Action Review:
Commission Liaison Office “Expeditionary” (CLOe)
Discussion**

OFFICE OF MILITARY COMMISSIONS
 AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

ISSUE TOPIC	DISCUSSION	RECOMMENDATION	ACTION
Command & Control	NGO escort (Gordon) reported that CAPT Kall was verbally abusive to him & another NGO escort within view and earshot of NGOs. CAPT Kall was upset that operational matters were elevated to OMC-N. Matter was quickly resolved by OMC-S OIC speaking with CAPT Kall	OMC-N personnel should be instructed that on island issues should be primarily dealt with through the OMC-S chain with OMC-N being read in for informational purposes.	
Tent Preparations	OMC female shower tent lacked hot water on 1st day, loss of Class A phone service on hard phones in AV-34 Clerk spaces, shredder briefly inoperable. All such concerns were immediately addressed once reported to OMC-S Ops office.	Brief new OMC-S Logistician; allow him to make modifications, as needed.	
Tent Preparations (Sanitation)	There is a need to ensure mold/mildew-free shower and latrine tents, and ensure toilets/toilet water have been sanitized prior to Observers' arrival.	On-site inspection by OMC-S personnel upon conclusion of Fast Cruise.	
Tent Preparations (Hospitality)	Verify both male and female Observer tents have all amenities to ensure a decent standard of living.	On-site check by CLO/OMC-S personnel to confirm both tents have working irons and ironing boards; enough seating for at least six (four chairs per tent is not enough - maybe stack two or three extra in a corner); microwaves and refrigerators are functioning, clean and stocked with water prior to arrival.	
ELC Map for NGOs	OMC-S not sure whether CLO provided NGO escort with requested map, but they would like a copy of it, too, for operational awareness & coordination purposes.	Provide OMC-S a copy of the ELC Map for NGO escort. Handbook needs to be de-conflicted with CLO SOPs.	
Vehicles: OMC Escort	Vehicle issued to escorts broke down same day while transporting NGOs; interior was filthy. Second vehicle required oil change.	Discussion with CLO Transportation NCOIC (or CLO NCOIC) on necessity of escorts receiving viable and clean transportation for duration of Commissions hearings. Vehicle assignments seem haphazard - Security received an 8 passenger van while OMC escorts received first a mini-van and then a four passenger pick-up.	

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

<p>Vehicles: VWAP</p>	<p>VWAP requested a 4 PAX and 12 PAX as a minimum; CLO concurred. We did not get the vehicles as promised.</p>	<p>CLO should not make unilateral changes to CLO support requests with no feedback.</p>	
<p>Shower Tents / Female Latrine (Sanitation)</p>	<p>Observer Comments: Ms. (b)(6) – National Association of Criminal Defense Lawyers</p> <p>“I will note, however, that Friday night the water in the female shower tent was orange, which is very disconcerting. I do feel that if the Government continues to insist that these trials be held in GTMO and that observers be continually forced to stay in tents, then they must guarantee (just like what was litigated in the 9/11 case) that they have provided us with safe and healthy living space. Mold is also an issue in the female shower tent, female latrine tent, and the tents in which we reside.”</p>	<p>On-site inspection by OMC-S personnel upon conclusion of Fast Cruise.</p>	
<p>Living Quarters Latrine & Shower Units Transportation</p>	<p>Observer Recommendations: Ms. (b)(6) – Judicial Watch</p> <p>Ms. (b)(6) has identified that following areas of concern as part of her AAR feedback to OMC:</p> <ul style="list-style-type: none"> - clean, working toilets and toilet area (up to published Army/Navy standards at a bare minimum) to prevent disease; - clean shower water and shower area (up to published Army/Navy at a bare minimum) to prevent infection; - pesticide treatment (up to published Army/Navy standards at a bare minimum) to prevent mosquito-borne illness in the sleeping area; - reliable transportation at all times, including 	<p>On-site inspection by OMC-S personnel upon conclusion of Fast Cruise (for Sanitation related issues).</p> <p>Prior coordination between OMC Escorts and CLOe representatives to support logistical requests for transportation and personnel movement.</p>	

OFFICE OF MILITARY COMMISSIONS
AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

	<p>reachable substitutes in the event of foreseeable vehicle failures; and,</p> <p>- prompt movement to and from court as well as on and off of planes so that observers are not consistently denied adequate bathroom, meal, and prayer breaks, as applicable.</p>		
--	---	--	--



Office of Military Commissions

9/11 – al Nashiri After Action Review

OFFICE OF MILITARY COMMISSIONS
AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Table of Contents

Office of the Convening Authority: Legal Advisors (Page 3)

OMC – South (GTMO)

- 9/11 Observations (Pages 4 – 10)
- al Nashiri Observations (Pages 11 – 12)
- Hurricane Sandy Observations (Pages 13 – 15)

Office of the Convening Authority: Observer Escort 9/11 (Pages 16 – 18)

Office of the Convening Authority: Observer Escort al Nashiri (Pages 19 – 21)

Victim Witness Assistance Program: 9/11 Observations (Page 22)

Victim Witness Assistance Program: al Nashiri Observations (Page 23)

Office of Court Administration (Pages 24 – 26)

Observer: NYC BAR (Pages 27 – 28)

Observer: Judicial Watch (Page 29)

OFFICE OF MILITARY COMMISSIONS
~~SECRET~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

OMC – Office of the Convening Authority

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
CLO Support:			
Movement to the ferry for the return trip to AAFB (9/11)	JTF had passengers load busses at 0620 for transport from the ELC to the ferry (original loading time was 0645 for a 0730 ferry departure). The early loading time resulted in a ferry departure of 0630 however; the luggage truck took the 0730 ferry. Passengers could not check in for at least an hour.	Recommend establishing a "solid" departure time the previous night and only deviating from that scheduled time in extreme circumstances (weather, flight delays, etc.)	
Flight Operations			
Pre-flight coordination with aircraft crew (9/11)	Chalk leader was allowed to board early and coordinate the seating plan prior to arrival of passengers (AAFB & GTMO).	Recommend OMC-CA personnel assist in the loading of different passenger types (Media, Observers, VFM, etc.) and establishing buffer areas for TJ/VFMs and Media/Observers.	
Un-manifested passengers	Several personnel were not on the manifest for the 20 Oct departure because their respective section had not notified OMC Travel & Transportation. This resulted in a delayed departure from GTMO.	All sections need to follow passenger manifest procedures set by the OMC Travel & Transportation section. Deviations from that policy may result in delays for movement to the ferry and flight manifesting.	
Security			
Escort for couriers	The OMC Security representative escorted all couriers to the plane after the Observers and Media, but before the remaining passengers. This allowed the couriers to secure their items properly under the supervision of the OMC Security rep.	Recommend this practice continue on all flights that have couriers transporting sensitive items.	

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

OMC – South (9/11 Comments)

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Communications, Command & Control			
No issues noted			
Logistics			
	OMC-CA did not submit "CSG Request" form in sufficient time to allow CLO to properly balance logistical load.	OMC-CA should make a concerted effort to submit its CLO requests as early (and if necessary, as often, depending upon changes) as possible. Brief new OMC-S Logistician & allow him to refine process.	
	Two Clerk personnel assigned to courtroom well were lodged in tents rather than cuzcos, even though some other OMC transient personnel who were not in courtroom were assigned to cuzcos.	Brief new OMC-S Logistician on lodging procedures and allow him to modify OMC-S/CLO procedures to better meet the OMC Housing policy.	
	OMC female shower tent lacked hot water on 1st day, loss of Class A phone service on hard phones in AV-34 Clerk spaces, shredder briefly inoperable. All such concerns were immediately addressed once reported to OMC-S Ops office.	Brief new OMC-S Logistician; allow him to make modifications, as needed.	
	OMC-D placed an "emergency" order for \$8-9K of office supplies. This exceeds the GPC limit & occurred at the start of new FY. Some supplies were purchased & others ordered. This did not appear to either an emergency since OMC-D was able to function.	Recommend that OMC-D plan for its office supply needs & submit request through new OMC-S Logistician, who can assist with clarifying difference between emergency and routine orders.	

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

CLO Support			
	NGO escort (Gordon) reported that CAPT Kall was verbally abusive to him & another NGO escort within view and earshot of NGOs. CAPT Kall was upset that operational matters were elevated to OMC-N. Matter quickly resolved by OMC-S OIC speaking with CAPT Kall.	OMC-N personnel should be instructed that on island issues should be primarily dealt with through the OMC-S chain with OMC-N being read in for informational purposes.	
	CLO was responsive to all requests for assistance from all in need of support. OMC received recommendation that CLO should consider providing a single telephone number that can be called for any kind of support needed so that transients only need to remember the single telephone number.	No recommended changes. Support procedures worked as intended; OMC-S & CLO cooperated as needed.	
Flight Operations			
No issues noted			
Security			
Courtroom Security	OMC-D teams initially used PowerPoint slides without clearing them through Courtroom Security Officer (CSO). Stakeholders objected, which caused courtroom technologists to prevent showing slides remotely until issue resolved.	All trial teams should have their presentation materials pre-screened by CSO so as to prevent burdening courtroom technologists with trying to figure out what to show outside courtroom well.	
Courtroom Security	CSO left courtroom for lunch without clearing sketch artist's sketches.	Recommend CSO resolve all pending issues such as this prior to leaving courtroom.	

OFFICE OF MILITARY COMMISSIONS

~~SECRET~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Security	CLO unilaterally issued new rules for OMC personnel who want to access CO Gate during both Full Dress Rehearsal & Commissions events (OMC badge + green/pink index cards) as a secondary way to help shuttle drivers & external guard force determine whether a person was authorized to enter via CO Gate. Reality: guards looked up names manually on access list, so green/pink card benefit was unclear.	This was not a bad experiment to see if it alleviated access authorization issues, but OMC recommends that it be part of the security protocol coordination effort.	
Security	OPSEC procedures followed, which resulted in NGOs' photos & sketches reviewed. (1 NGO was found briefly unescorted, taking photos of ELC area)	No recommended changes. Aside from ensuring that those who need escorts are in fact escorted, this worked as expected.	
Security	MSST/Army reported that some radios did not work right. OMC & J6 verified that radios had been filled correctly & were functional. This appears to have been due to inexperience.	OMC-S will add J6 to its pre-court checklists to ensure that all borrowed radios are functional.	
Security	Security violation alleged against an OMC-D employee; under investigation.	TBD	
Security	Confirmed data spill (SIPR to NIPR). Handled at IT by replacing affected computers with new ones that were soon to be rolled out as part of life cycle replacement.	TBD	

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Audio Visual / IT			
Audio Visual	FTR Equipment Issues: Once it became apparent that a hard drive was getting ready to fail, it was immediately replaced. Similarly, when a court reporter had trouble with a headset, the matter was immediately resolved.	No recommended changes. Procedures worked as intended: testing was done in advance in order to eliminate possible issues; when an issue arose during court, the problem was immediately corrected, with less than a 5 minute interruption for FTR shutdown & reboot.	
Audio Visual	OMC-D teams did not pay scrupulous attention to ensuring that their clients pushed the mute button when they wished to speak privately.	Courtroom technologists request that OMC-D teams remind their clients to push the mute button when they wish to speak privately; failure to do so could cause what are meant to be private discussions to be recorded. It is not courtroom technologist's responsibility to figure out what is to be recorded and what is not.	
Audio Visual	Kill switch used a couple of times.	Kill switch worked as intended; OMC-S advised others who were viewing remotely about its use so that they knew why the feed was not working.	
Audio Visual	MJ's microphone occasionally had feedback issues.	No recommended changes. Courtroom technologists worked to quickly resolve each issue (e.g., MJ accidentally muting the mike).	
Audio Visual	OMC-D notified courtroom technologists just before court of desire to conduct an audio conference in order to obtain testimony from an off-island witness, rather than follow minimum 72 hour advance notice rules, which allow technologists time to test connections in order to guarantee feed clarity.	OMC-D should be reminded of 72 hour advanced notice requirement.	

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

IT	No major IT issues; all relatively minor complaints and questions immediately resolved on the spot.	No recommended changes. Continue same practice.	
IT	Someone switched computers at the MOC so that an OSD computer got plugged into a JTF network drop, which is an IA violation.	OMC-S will cooperate with J-6 in any training efforts it may wish to take with JTF-PAO.	
IT	Once it became apparent that a steno laptop was getting ready to fail, it was immediately replaced.	No recommended changes. Procedures worked as intended: testing was done in advance in order to eliminate possible issues; when an issue arose, the problem was immediately corrected.	
IT	Drive mappings were missing for some transients. Immediate issue was manually fixed with users.	Long term solution is getting worked with a GPO.	
Other			
NGO	NGO arrived on island without meds but with Rx. Escort took him to hospital for Rx fill.	Recommend that importance of traveling with sufficient medicine supply be re-enforced prior to departure to GTMO.	
NGO		OMC-S not sure whether CLO provided NGO escort with requested map, but it would like a copy of it, too, for operational awareness & coordination purposes. Handbook needs to be de-conflicted with CLO SOPs.	
NGO	One NGO changed mind about wanting to remain over weekend to observe hearings next week.	Need to consider logistical & policy implications of allowing NGOs to change their minds: will we be able to support in the future if NGOs get in the habit of changing their minds?	

OFFICE OF MILITARY COMMISSIONS
~~SECRET~~ **AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings**

NGO	NGO request for MOC access to watch/listen to the Presidential debate re: foreign policy. OSD-PA does not want to set precedent.	OMC, OSD-PAO & JTF-PAO may want to revisit rules to validate whether or not these are legitimate policy or logistical concerns; if so, then address in revised ground rules.	
PAO	PAO personnel conducted a/v testing for press briefing late while visible to those watching off-island via CCTV. Appears to be related to inexperience factor due to recent rotation.	Recommend JTF PAO incorporate pre-brief w/ OMC-S courtroom technologists into its preliminary checklists so that the testing gets done in advance.	
PAO	PAO personnel did not have immediate info as to whether press briefings would follow daily courtroom operations; impacts release of on & off island CCTV & other contractors. Appears to be related to inexperience, including w/ obtaining trial team decisions.	Recommend better integration between OMC trial teams, OMC courtroom technologists, and JTF PAO personnel.	
PAO	PAO slow to respond to OMC requests for press briefing videos, which slowed OMC's webpage updates. Probably due to new PAO staff's inexperience.	OMC willing to assist JTF PAO with training or MOU development.	
PAO	Sketch artist asked to draw VFMs & media sitting together in gallery.	OMC, OSD-PAO & JTF-PAO may want to revisit OPSEC & other rules to validate whether or not there are concerns; if so, then address in revised media ground rules or other rules.	
Equipment	OMC-D complained that 2 SIPR shredders did not function properly in ELC. It was suspected that the problem arose from over feeding the machines. OMC-S arranged for immediate replacement of 1 shredder & ordered another one. Not easy because "Coordination needed with CLO and BEEF to have it fork-lifted into the space. They are very expensive and are limited	Train all personnel in the proper use of shredders so they are not over taxed and will operate correctly.	

OFFICE OF MILITARY COMMISSIONS
~~SECRET~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

	to NSA approved cross-cut shredders, so this will have to be ordered through proper channels and shipped down."		
Facilities	OMC-D complained of mold / vermin in office spaces. JTF-CLO spearheading office space habitability review & remediation, if needed. NGO complained of mold around toilet/shower areas, mosquitos around tent area, and large electrical power cable lying in puddle.	JTF-CLO handling matters.	
Gallery Seating	Email for gallery seating was sent the same week as the hearing. However, email only reaches those we know have historically expressed interest in sitting in the gallery.	Recommend setting up an OMC Admin email account and posting OMC-S information on the base roller IRT gallery seating for hearings. OMC S Admin can coordinate available seating. (NOTE: this is a repeat -- if approved, it should be addressed prior to next court session.)	
Safety	ELC 3 (OMC-D trailer) step needed replacement & trip hazard at refreshment tent. Both corrected right away by BEEF, CLO & OMC-S.	Recommend BEEF walk all areas within & around ELC to look for safety concerns.	
VWAP/VFM	VFM requested a 2nd NIPR drop in the VFM trailer, for a total of 2 NIPR (on office side) + 1 commercial internet drops (on VFM side) + computers.	OMC-S will investigate & accomplish prior to return to court in Dec 12.	

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

OMC – South (al Nashiri Observations)

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Communications, Command & Control			
No issues noted			
Logistics			
No issues noted			
CLO Support			
	CLO was responsive to all requests for assistance from all in need of support. In particular, it moved NGOs & escorts out of tents into hard housing.	No recommended changes. Support procedures worked as intended.	
Flight Operations			
No issues noted			
Security			
Not issues noted			
Audio Visual / IT			
Audio Visual	As storm approached, CCTV remained solid, even as Ku band degraded (Fermion switched to C band when appropriate).	No recommended changes. Procedures worked as intended: testing was done in advance in order to eliminate possible issues; when an issue arose, the problem was immediately corrected.	

OFFICE OF MILITARY COMMISSIONS
██████████ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

IT	No major IT issues; all relatively minor complaints and questions immediately resolved on the spot.	No recommended changes. Continue same practice.	
IT	IT reported "OMC South has reduced bandwidth at this time due to a circuit outage due to deteriorating weather." Non-work-related browsing must be restricted. (New back-up circuit invaluable!)	OMC-S will cooperate with J-6 in any training efforts it may wish to take with JTF-PAO.	
Other			
PAO	PAO personnel did not have immediate info as to whether press briefings would follow daily courtroom operations; impacts release of on & off island CCTV & other contractors. Appears to be related to inexperience, including w/ obtaining trial team decisions.	Recommend better integration between OMC trial teams, OMC courtroom technologists, and JTF PAO personnel.	

OFFICE OF MILITARY COMMISSIONS
~~SECRET~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

OMC – South (Hurricane Observations)

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Hurricane Sandy Issues			
Background	24 - 25 Oct 12: Hurricane Sandy made landfall near Santiago de Cuba; GTMO received sustained 50 - 55 mph winds w/ gusts up to 110 mph. OMC-S does not have an Emergency Action Plan (EAP) that is fully coordinated with NavSta & JTF; this impeded OMC-S operational planning and coordination.	Revise & integrate EAP & courtroom ops procedures. Obtain OMC-N, NavSta & JTF approval, then execute. Dovetail it into both the NavSta & JTF emergency action plans.	
Courtroom Operations	OMC-TJ did not participate in operational planning with OMC-S, apparently relying solely on CLO advice. This resulted in time-based, rather than event-based courtroom scheduling which did not allow sufficient time for some OMC transients to shop for emergency supplies, OMC-S personnel to conduct its EAP to properly shut down its operations before NavSta closed roads. There were no advanced coordinated plans for feeding transients in Camp Justice if they had been trapped by debris. OMC-S implemented an abbreviated version of emergency protocols, but as a result, there was less coordination than usual (e.g., ELC closed before IT could complete its shut-down activities). This has command/control, safety, financial implications.	CLO, NavSta & OMC-S ops should share info better. OMC-S and JTF security and emergency action plans/SOPs need to be de-conflicted so that all priorities can be met in timely fashion. OMC-TJ should take all operational considerations into account when deciding how long to stay in session with a known emergency situation is in progress, and remember that emergencies are generally event-driven, not time-driven. JTF should consider pre-staging a case of MREs under cuzco beds.	

OFFICE OF MILITARY COMMISSIONS
██████████ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

<p>OMC Transient Emergency Transportation</p>	<p>OMC-N did not respond to OMC-S initial request for transportation options prior to storm's arrival. While it was apparent that OMC transients would remain at GTMO during the storm, no advanced contingency planning was conducted within OMC or with JTF. As a result, pre-scheduled plane arrived at GTMO, which was still in a period of somewhat high winds and storm surge, which degraded ferry operations. Even though plane had arrived, CLO did not want to support water transport, but ferry master was prepared to support by travelling river route. This has command/control, safety, financial implications.</p>	<p>OMC ops sections should internally share info better. OMC, JTF & NavSta should coordinate more closely.</p>	
<p>Personnel Accountability (Permanent Party)</p>	<p>(NOTE: Repeat issue) No firm plan for OMC accountability to the NAVSTA or JTF-GTMO. Some OMC-S staff reside in NavSta housing, while others reside in JTF housing. Among the OMC-S who reside in NavSta housing, some are also required to be sheltered elsewhere during a hurricane. Together, these interfere with OMC personnel accountability reporting. Although OMC-S created an ad hoc comms plan (phone/personal email/radio checks every 4 hours after COR 2 is announced) and included OMC-D permanent party personnel, it was not able to be implemented because radios were still configured for ELC, analog telephones were still in use within ELC, and there were widespread power outages during storm.</p>	<p>Update proposed OMC-S Housing MOU/MOA to include these and other concerns. Obtain NavSta & JTF approval, then execute. Dovetail it into both the NavSta & JTF emergency action plans.</p>	

OFFICE OF MILITARY COMMISSIONS

~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

<p>Personnel Accountability (Transients)</p>	<p>Personnel accountability is delegated to the OMC sections, but overall personnel accountability is not tracked by either OMC-S or CLO. OMC-D and OMC-P had a loss of accountability at the time of the exfiltration from the alternate ferry site.</p>	<p>OMC-N should create an overall personnel accountability SOP that should be imposed on each OMC section to account for their personnel & report it to OMC-S & CLO, both during non-emergency and emergency periods.</p>	
<p>OMC-S Emergency Action Communication (On-island External)</p>	<p>(NOTE: Repeat issue) OMC-S personnel are not included in either JTF or NavSta emergency action communications, which impedes OMC-S operational planning and coordination.</p>	<p>Request access to both JTF and NavSta intranets via the OSD network so that OMC-S can have situational awareness for operational purposes. Establish normal operational planning liaison with both JTF and NavSta so that it is in place during emergencies. Establish an OMC emergency action plan and SOP. Provide training to OMC-S personnel to ensure everyone can implement. (This is an old, unresolved issue that is partly related to the lack of harmony between the JTF and NavSta DxWx plans, the lack of an OMC MOU with JTF and NavSta about Housing for OMC permanent party personnel.)</p>	
<p>OMC-S Emergency Action Communication (On-island and Off-island Internal)</p>	<p>(NOTE: Repeat issue) OMC has no established emergency action communications plan.</p>	<p>Establish an emergency communications SOP; vet with OMC-N. Acquire means to communicate (e.g., BGAN Imarsat) with OMC-N in event of emergency. Provide training to OMC-S and relevant OMC-N personnel to ensure everyone understands comm procedures.</p>	

OFFICE OF MILITARY COMMISSIONS
POSTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Office of the Convening Authority (Observer Escorts – 9/11)

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Communications, Command & Control			
No issues noted			
Logistics			
Lunch Time During Hearings	Time allotted for lunch on a regular day is very limited.	Work with VWAP on coordinating arrival times for both parties - Observers should arrive ten minutes prior to V/FMs; maintain early order system with JTF-GTMO driver/escorts.	
CLO Support			
Sanitation	Providing mold/mildew-free shower and latrine tents; ensuring toilets/toilet water has been sanitized prior to Observers arrival.	On-site inspection by OMC-S personnel upon conclusion of Fast Cruise.	
OMC Escort Vehicles	Vehicle issued to escorts broke down same day while transporting NGOs; interior was filthy. Second vehicle required oil change.	Discussion with CLO Transportation NCOIC (or CLO NCOIC) on necessity of escorts receiving viable and clean transportation for duration of Commissions hearings. Vehicle assignments seem haphazard - Security received an 8 passenger van while OMC escorts received first a mini-van and then a four passenger pick-up.	

OFFICE OF MILITARY COMMISSIONS
██████████ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Maintaining Level of Hospitality	Verify both male and female Observer tents have all amenities to ensure a decent standard of living.	On-site check by CLO/OMC-S personnel to confirm both tents have working irons and ironing boards; enough seating for at least six (four chairs per tent is not enough - maybe stack two or three extra in a corner); microwaves and refrigerators are functioning, clean and stocked with water prior to arrival.	
Other			
Observer Health Concerns	Changing Verbiage in Observer Ground Rules: Informed consent not as clearly defined as it could be with regard to accommodations at GTMO.	Include stronger language regarding living conditions, weather and activities at GTMO - perhaps language regarding use of the hospital.	
Observer Personality Conflicts	Escorts' Overall Responsibility to all Observers: To provide a welcome and hostility-free environment in which to view the hearings. Both escorts should not have to cater to one in order to maintain a healthy dynamic for all.	Strongly recommend watching behavior of a particular Observer and, perhaps, move to restrict access to future hearings. All Observers commented regularly to both OMC escorts on various unpleasant interactions with this person throughout the week. One observer went as far as to avoid all social activities the other might participate in as a result of personality clashes during May arraignment. Individual has cemented a negative reputation with JTF-GTMO driver/escorts, MARSECDET/JTF-MP Security guards at the ELC, and CLO personnel.	

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

OMC Escort Training	Review of Handbook and Guidance Provided by (b)(6) Roles/guidance outside of OMC is in a constant state of flux. If nothing else, OMC escorts need to be on same page before assuming duties.	All escorts should attend "formal" OMC-led training (apart from JTF-GTMO training) to become familiar with necessary escort-required areas for Observers, in addition to nuances associated with the duty as roles/guidance outside of OMC constantly changes.	
---------------------	---	--	--

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Office of the Convening Authority (Observer Escorts – al Nashiri)

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Communications, Command & Control			
Communication Channels within JTF to OMC	During the entire week we received communication from multiple JTF channels. From CAPT Kall, to LCDR Shadko, to SGT Gonzalez, to our drivers. Most of the time this communication was in sync with the same information being presented, but after things began to deteriorate, communication became strained. Additionally, it seemed as if Darrell and I were receiving information faster than the OMC-South leadership. While direct lines of communication for the escorts to the JTF is beneficial, a reminder to have OMC-South leadership in the loop is a must. There were multiple instances of Darrell or myself having to back brief the OMC-South staff to ensure everyone knows what is going on.		
Hurricane/Tropical Storm Chain of Command	Multiple times during the week we were asked who makes the final decision on whether or not we stay on the island with an approaching storm. We were unsure and could not communicate an appropriate answer to the Observers. If I remember last time, it was up to the NAVSTA commander. Is this the case? Does OMC have any input? Does the Judge have a say?	Recommend that we work with JTF and NAVSTA to institute some type of Hurricane/Tropical Storm communication plan to prevent miscommunication and to facilitate evacuation if need be.	

OFFICE OF MILITARY COMMISSIONS
~~DD FORM~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Logistics			
No issues noted			
CLO Support			
Movement of Observers to East Caravilla	<p>Standard Operating Procedures state that during a Hurricane, those Observers in tents are supposed to be evacuated to the high school gym. (b)(6) in an email to myself and Mr (b)(6) and others opened the door to allowing Observers to be housed in the Leeward BOQ or East Caravilla. We responded that we would prefer hard housing than the gym floor. Reservations for East Caravilla weren't made until Wednesday morning, after notice that the Hurricane had focused its sights on GTMO. All Observers were moved successfully and stayed in the East Caravilla housing units until departure on Friday.</p>		
Flight Operations			
Seating Arrangements on Plane	<p>There was a brief issue on Friday with the departure of the plane and Observers siting near the Media. There was an argument between a member of the Media and an OMC Staff member in which the Media member insisted that there be an empty row between the Observers and the Media. We were informed after we had landed that this was a part of their ground rules that they had signed,</p>	<p>Recommend we eliminate this requirement as Media and Observers routinely interact in the camps and during dinner/break times. As well, there is usually not enough OMC-CA staff to provide appropriate buffer rows when required. Finally, if buffers are still needed, we would recommend assigning seats when people get their tickets to deflect roles in loading the</p>	

OFFICE OF MILITARY COMMISSIONS
~~SECRET~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

	but it has been rarely enforced.	aircraft.	
Security			
No issues noted			
Other			
	Some observers did express though that an observer in the previous week had made the situation tough on both the OMC staff and the other observers. As well, this situation has been spreading to other Observer organizations who are warning their staff of this specific observer.	Recommend we closely look at future attendance of this observer.	

OFFICE OF MILITARY COMMISSIONS
~~DRAFT~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Victim Witness Assistance Program (VWAP) – 9/11 Hearings

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Communications, Command & Control			
Additional OSD Portal in VWAP trailer	VWAP will request one more OSD Portal be installed in the trailer so that two of the staff can work in the office spaces simultaneously.	OMC – South is currently tracking this issue and will advise of feasibility and timeline for implementation.	
Logistics			
Lodging of VFMs at AAFB	We were unable to secure hotel reservations for the families at the Presidential Inn on Andrews AFB (\$39 per night). We negotiated a rate below the government rate at \$104 per night at the Sheraton in Crystal City. VWAP staff rented a van, picked up families at the Sheraton and drove them to Andrews.		
CLO Support			
Transport of VFMs	20 Oct 2012: Despite (b)(7)(C) and (b)(7)(D) being 15 minutes early to Red Carpet (as per email from CLO), JTF escorts had put the VFMs on an earlier ferry, without notifying VWAP.	To prevent this from recurring, at least one of VWAP staff will be in one of the vehicles with VFMs at all times.	
Other			
VFM CCTV Sites	14 VFMs attended the CCTV sites for the week of 15 Oct 2012.	VWAP will encourage people to attend in the notice that is sent prior to the next set of hearings.	
First Responder Site	Although First Responder tickets were distributed 2-3 weeks prior to the hearings, attendance was dismal.	VWAP will coordinate closely with NYPD, FDNY and PAPD to try to cultivate more interest.	

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Victim Witness Assistance Program (VWAP) – al Nashiri Hearings

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Communications, Command & Control			
No issues noted			
Logistics			
No issues noted			
CLO Support			
Vehicle allocation	VWAP requested a 4 PAX and 12 PAX as a minimum; CLO concurred. We did not get the vehicles as promised.	CLO should not make unilateral changes to CLO support requests with no feedback.	
Transport of VFMs from ferry to the terminal	One of the vans put out their passengers (VFMs) after driving for a few minutes on the leeward side, near the fence line; it's unclear why that occurred. The van went back to pick them up about ten minutes later.	To prevent this from recurring, at least one of VWAP staff will be in one of the vehicles with VFMs at all times.	

OFFICE OF MILITARY COMMISSIONS
~~SECRET~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Office of Court Administration

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Communications, Command & Control			
CLO Communications	CLOe did a great job of keeping us updated and informed during the storm and making sure we were safe. The decisions they made were made to ensure our safety.		
Inclement weather decisions	The Red Carpet was at 0545 and it was still dark. A decision the night before our scheduled departure to delay the red carpet and our departure time from the Windward side, would have given GTMO personnel a better ability to assess whether and when they could actually get personnel across the bay safely. Instead they had to keep moving us around from the Galley to AV 34. It worked out but a delay may have resulted in less stress on GTMO personnel as well as the departing personnel.	Recommend making the call the evening before our departure to delay our departure by 2 to 4 hours to give the appropriate people an opportunity to determine whether we could in fact get across the bay and whether the plane could actually fly into GTMO.	
Logistics			
ELC lodging (Tents)	Personnel who have little experience going to GTMO or who have not stayed in the tents had no knowledge of how things work with the tents or where to go for certain things or for assistance.	Request an information sheet for tent occupants to explain how to work the AC, how to get fresh linens or additional blankets, how to work the water temperature in the showers, and what facilities are available to tent occupants (for example: laundry, MWR tent, phones).	

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

CLO Support			
Overall Support	The CLOe have a tough job and try to meet all requests and issues with the resources available. The CLOe staff was empathetic to issues and responded as quick as possible to requests for assistance. If it was in their control to assist or make things better for people, they did it.		
Shuttle Service	The vans were clean and the drivers were customer friendly. The service was great for those of us who were constantly going back and forth between the ELC, AV 34 and AV 29-- especially when the rain started.		
Alternate ferry service	Although most people saw it as an adventure, disembarking from a landing craft along the Cuban fence line in the heat of the day was a little hard for some personnel (older or not physically fit). Not sure what happened with the transportation scheduled to pick up personnel at the landing site but apparently there was a break in communication or coordination regarding the land transportation on the Leeward side of the island. Although most folks took this situation in stride, there were some people who may have found being stranded out along a road in the middle of nowhere in the heat a little difficult. Eventually transportation arrived and all personnel were transported to the airport safely.		
Red Carpet Operations	Very quick, easy and efficient. The CLOe and security personnel were ready and waiting for us.		

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – at Nashiri Hearings

Flight Operations			
Luggage	Upon our return to AAFB on Friday, 26 October, it took a very long time for the luggage to be delivered out front for pick up by passengers. Although our anticipated arrival at AAFB was delayed and when we arrived there were other aircraft operations taking place, the amount of time to deliver the luggage seemed excessive considering the smaller number of personnel (and baggage) returning from GTMO.	We do not know if this situation could have been helped but it made what was already a long day even longer and we suspect that individuals who were attempting to catch connecting flights from civilian airports missed those flights.	
Information Technology			
Minor Computer Issues	Computer issues were resolved very quickly. Only minor glitches but the IT Team responded immediately. (b)(6) was extremely supportive and helpful in making our operation hum like a new sewing machine. Great support and customer service. (b)(6) is another tremendous asset who is an expert in negating issues.		

OFFICE OF MILITARY COMMISSIONS
AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

NGO Observers (NYC BAR – Mr. [REDACTED])

(b)(6)

Observations & Comments (al Nashiri)

All the escorts were nice, cordial and respectful at all times, despite a stressful situation with Hurricane Sandy. They went over and above their duties, and I truly appreciated their efforts. Nonetheless, I had three significant problems with OMC: the accommodations, the rules, and the lack of decision transparency with respect to the Hurricane.

Ultimately, even though you highlighted that my safety was a priority, the impression I received was that our safety was not a priority. Allow me to explain each in turn:

Accommodations: Simply put, they were dreadful, unnecessary and ultimately unsafe. You advised us that these accommodations were necessary because (1) there was not enough housing on base and (2) OMC had paid for these disgusting tents and thus must use them. First, we learned that East Caravellas had plenty of room (because we ultimately stayed there during the Hurricanes), so (1) was simply untrue -- there was nicer and more appropriate housing available. Second, I don't see why it is relevant if OMC paid for these tents or not -- I was happy to pay \$50 per night to stay in decent housing. Putting us in these tents seemed designed to send a message -- don't come back. I am not a college kid looking to stay in a hostel to save a few bucks, and a hostel would have been better than those tents, toilets and showers.

Rules: You were compelled to enforce a wide range of ridiculous, and I think, counter-productive rules. For example, the attempts to stop us from talking to the media, victim family members and others by (1) creating separate housing areas that we were not permitted to breach, (2) separating us in the airplane (which led to a ridiculous dispute between [REDACTED] and the LTC attached to the media on the return flight regarding how many "separation rows" had to be between the media and the NGOs, and which I think ultimately led you to have a conversation with the LTC), and (3) other means that you are more familiar with than I. This all accomplished one thing in my mind -- to create the appearance that OMC is not focused on transparency. If OMC was focused on transparency, then why make such an effort to stop us from communicating with each other? In addition, ultimately you cannot stop us from talking to one another anyway, so it seemed to me to be both an unwise and counter-productive policy because all it accomplished was the creation of ill-will. I don't know why OMC would want that. Equally odd was the rule prohibiting us from drinking beer in the same room where we watched the Presidential debate based on the theory that we would be drunk when we write something regarding the hearings. We are adults, and I think we should be treated as such.

Decision Transparency: The entire decision-making process regarding our safety and the potential evacuation due to Hurricane Sandy was entirely opaque. Several times you and others highlighted that "they" (a vague pronoun that I could never fully understand, but perhaps referring to your superiors in DC or on base) may be more reluctant to evacuate because they evacuated too early in the last storm -- the idea that I would have to suffer through a hurricane because they were less than pleased with their last decision seemed ridiculous to me. Thank God no one was injured, because if someone was injured then I am sure that such an explanation would have been very inadequate (i.e. we didn't evacuate this time because last time it wasn't that bad and so we made a mistake evacuating). When I heard that that was the logic driving decisions, I was disturbed. In addition, delaying our move out of the tents as a hurricane was moving towards us was disturbing -- those tents ultimately did not withstand the hurricane. Nonetheless, OMC waited until the last second to move us out of the tents. As a result, by the time we got to East Caravella's, we were soaking wet. It was an unnecessary risk and I can't understand why the risk was taken -- where was the harm in getting us out sooner so that we could be sure of our safety? It seemed as though OMC didn't want to put us in decent housing unless it was clear that we would be hurt by leaving us in the tents, as though the potential of harm was not in itself sufficient to trigger a decision to move us (i.e.

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

harm had to be certain, not merely probable, to trigger the move to safety -- I don't appreciate anyone taking that chance with my safety). In addition, you highlighted that we might be moved to the gymnasium instead -- anything would have been better than the tents given the hurricane coming, but this statement reinforced in my mind that there was some deliberate effort to force us into substandard accommodations. As a result, I can't help think that was designed to send a message -- don't come back.

Also, I don't understand why we had to be accompanied everywhere we went -- foreign nationals roamed freely about the base, but US citizens, even those with clearances, were forced to be accompanied at all times. That made no sense.

In addition, we were forced to pay \$150 for very mediocre internet access, but later learned there was free wifi at Starbucks and other places -- that was a mean trick.

Obviously, I don't know who created these rules. But I think they ought to consider the impression these rules give to civilians. When I served as a civilian intelligence officer for the Department of Defense I was always treated well. Here, the physical treatment (i.e. where we stayed, how decisions were made, and the impression of the priority of our Safety) was at odds with everything I have experienced before in my 8+ years with the U.S. military. I felt like we were treated like second class citizens in some regards.

Now, all that said, I do appreciate you picking me up and dropping me off at the airport -- something you didn't have to do. I also found the proceedings fascinating and was happy to witness something historic.

However, I think OMC could easily treat its civilian visitors a bit nicer next time. Witnessing history doesn't have to be this unpleasant or so risky in these circumstances.

To sum it all up, these rules, these accommodations, and the decisions regarding our safety, were -- I felt -- disrespectful and shameful.

OFFICE OF MILITARY COMMISSIONS
AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

NGO Observers (Judicial Watch – Ms. [REDACTED])

(b)(6)

Observations & Comments (9/11)

My main suggestions from last week's trip would be for the escort corps to work more diligently with JTF-GTMO to ensure the satisfaction of observers' basic needs in a safe, healthy manner for the duration of our stays. By this I mean providing and maintaining:

- clean, working toilets and toilet area (up to published Army/Navy standards at a bare minimum) to prevent disease;
- clean shower water and shower area (up to published Army/Navy at a bare minimum) to prevent infection;
- pesticide treatment (up to published Army/Navy standards at a bare minimum) to prevent mosquito-borne illness in the sleeping area;
- reliable transportation at all times, including reachable substitutes in the event of foreseeable vehicle failures; and,
- prompt movement to and from court as well as on and off of planes so that observers are not consistently denied adequate bathroom, meal, and prayer breaks, as applicable.

While humane and appreciated, the foregoing elements are not favors to the observers. Since observers are purportedly present at the proceedings in place of the American public, the foregoing aspects of a safe and healthy environment are actually necessary factors in evaluating the prosecution's claim that the proceedings are indeed open to the public. To that end, I have also copied Gen. Martins to this email, since as chief prosecutor he would seem to have a vested stake in the abhorrent and worsening conditions and policies of Camp Justice under (b)(6) helm. Like it or not, every misstep by the logistics officer -- intentional or otherwise -- reflects negatively and heavily on the commissions process as a whole. I have also copied (b)(6) since he is the escorts' team leader, I think.

As for my return, I may be back sooner than I had hoped. Given that prospect, I very much appreciate the Office of Military Commissions having taken the trouble to compile print copies of the court's docket and pertinent briefs last week, given the consistently temperamental nature of commercial web access on base. Now, if escorts did less to encumber access to those paper documents during the observers' stay, we'd all be on the same page.



Office of Military Commissions

DRAFT 9/11 – al Nashiri After Action Review (Jan – Feb 2013)

OFFICE OF MILITARY COMMISSIONS
██████████ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Travel – Transportation: Comments

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Type of ID required for travel and procedures at AAFB	OMC transient arrived at GTMO w/out passport.	OMC-N needs to remind transients of need to carry required travel documents. Also, need to ensure USAF check-in personnel understand travel requirements to GTMO. This has been conveyed to the Andrews terminal CDR (b)(6) (b)(6)	Going forward, the Transportation team will double-check with Civilians to be sure that each of them have their passports. The Transportation team will also be sure to follow-up with (b)(6) (b)(6)
Manifesting of passengers departing GTMO	Because no OMC or CLOe leader came over to see last Friday's plane off, GTMO Air Ops had difficulties because the manifest contained multiple errors & did not know who the chalk leader was.	OMC representative will see OMC flights off as well as meeting them.	Schedule a meeting with COL Head and Ms. Kelly to discuss and to document a quality assurance process to ensure that the latest and greatest manifest is submitted timely. (b)(6)
Main body flight from AAFB to GTMO: KSM week three	United brought plane with no food loaded; OMC travel went to Commissary to get breakfast items for flight. New: The return flight from Nashiri did not have enough food likely due to an out of date manifest	Confirm with the airline to ensure meals are available for the flight. Verify for travel to GTMO and travel to AAFB.	Follow-up on the return flight from Nashiri and look into why there was not enough food for all the passengers. (b)(6)

Logistics, Housing & Cleanliness: Comments

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Policy and procedures for corrective actions related to known deficiencies	Camp Justice Inspections: what happens after deficiencies are noted? Who is responsible for follow up?	OMC-S will continue its inspection process until directed otherwise. However, OMC-S will review this in the context of the Area of Interest Guide and other planning documents in order to fully develop what needs to be done & who should do it, including whether a SOP and/or MOA may be needed between OMC & CLOe/BEEF.	Update – No further action to be taken. Mr. Imhof spoke to BEEF & CLOe to clarify roles and responsibilities. All is "under control."

OFFICE OF MILITARY COMMISSIONS
██████████ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Office space and allocations	Space Allocation: OMC-S is running out of office space. OMC-S either needs to acquire more space within the MOC, or needs to shift TJ to AV-34 so that it can take office space in AV-29, and set up Legal Advisor transients in ELC (CA trailer). This becomes more acute when OMC-N personnel also need work stations in AV-29.	After OMC-S evaluates realistic space possibilities, it needs to take concrete steps to re-adjust office space (perhaps impacting both TJ & Ct Reporter staff) prior to next commissions event; also need to amend office space allocation policy.	Look into options for before & after hearings to provide the necessary office space for internal staff. (Mr. Imhof)
Vehicle & Housing requirements for OCDC	OCDC complained of unfair distribution of GTMO-based resources (e.g., billeting, vehicles); it has 5 separate defense teams.	OMC-S Logistics will re-assess prior to next commissions event. Note that this is partly related to Admin command & control issue (above). Note-OCDC 22 vehicles/OCP 19 & OCDC got all 14 hard housing units that were available and OCP got none.	Proposal – Provide the “90% solution” for the number of folks who need vehicles 72 hours in advance.
Inspections and cleaning procedures at Camp Justice	Despite increased amount of cleaning by contractors, the twice daily inspections indicate that the heavy shower & latrine usage in Camp Justice by OMC affiliates & JTF transient (MPs) personnel adversely impacted cleanliness & paper towel & toilet paper quantities. MPs added cleaning duty roster; BEEF provided cleaning supplies, paper towels & toilet paper in facilities. Similar issues for ELC Cadillac trailers; Bremcor provided additional paper towels & toilet paper.	OMC-S should add to inspection checklist. Question-should the Bremcor contract be modified for twice-daily cleaning during hearings for the future?	Add a check to ensure sufficient supply of towels & toilet paper to the OMC-S inspection checklist. (Mr. Imhof)
Cold water in the shower tents (Noted by both OMC-S and OCA)	Multiple reports from male & female shower tents not having hot water in the mornings. BEEF repeatedly checked & reported that hot water heaters were operational.	Better communication to those residing in Camp Justice Tents ensuring that OMC transients follow BEEF instructions to run water at least 5 minutes in order to flush the water hoses of water that was not directly from hot water heater. Also, post instructions re: hot water in shower tents. OMC-S will also ask BEEF about feasibility of wrapping insulation around water hoses or other similar potential solutions.	At the 3/5 meeting with the BEEF Commander, propose that checks are performed at different times of day (randomly and including when no hearings are occurring). (Mr. Imhof)
CLOe Red Carpet procedures	CLOe did not operate the Red Carpet tent for the Media/Observer flight on the first 9/11 hearing, and did not operate it for OMC folks who arrived via Rotator. Arriving personnel were instructed to go to AV-34 for in-processing.	OMC should pass comment to CLO as AAR action.	Proposal – If the Red Carpet is moved, communicate to all arrivals with a big sign at the airport.

OFFICE OF MILITARY COMMISSIONS
████████ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

<p>New: Bus was not present for pick-up to transport new arrivals from Ferry dock to Tents.</p>	<p>(b)(1) – could you please add in a description here on what happened (including for which hearing?)</p>		<p>Meet with Capt. Kall to bring this issue to his attention to ensure that the bus will always be prepared to help transport new arrivals. (Mr. Imhof)</p>
<p>GTMO residents requesting attendance at future hearings</p>	<p>GTMO residents want to attend future 9-11 hearing in Space-A status. GTMO residents who want to attend hearings in Space-A status should follow the same attendance request procedures used by gallery visitors who have other reasons to be in the gallery (e.g., JTF visitors).</p>	<p>OMC-S will draft a SOP in time for implementation at next commissions events (projected Apr 13). Follow the same attendance request procedures used by gallery visitors who have other reasons to be in the gallery (e.g., JTF visitors).</p>	<p>Review the existing SOP to be sure that it is stated that the GTMO residents must have an escort. (b)(6)</p>
<p>Updating CLOe requests</p>	<p>CLOe request not being updated as necessary when people are not travelling. This has major impacts on vehicle and housing allocations.</p>	<p>Personnel who are no longer travelling should inform Transportation Branch Chief of the change. Travel & Transportation will send "ticklers" to staff sections to revalidate one (1) day prior to flights. Transportation should send updated CLOe request at the end of the day.</p>	<p>See Recommendation column</p>
<p>CLOe Housing Allocations</p>	<p>CLOe is not forwarding the housing plan to OMC, OCP, and OCDC prior to arrival.</p>	<p>Continue to have CLOe do housing allocations, but send the draft housing plan to the sections 72 hours out so we may do a QC check to ensure that CLOe requests and housing plan is consistent between OMC and CLOe.</p>	<p>See Recommendation column</p>
<p>BEEF access to AO Patriot during hearings</p>	<p>OCDC reported no a/c in ELC-3. BEEF responded but it took a while because they had to come in through Washington Gate. That's when it became apparent that this new BEEF was apparently not previously briefed to keep a small response team (and tools) inside AO Patriot during events. BEEF CO advised; decided to pre-position tools and have personnel w/in 15 minute response time.</p>	<p>OMC-S / CLOe, needs to remember to brief incoming BEEF about pre-staging & other access issues for commissions events.</p>	<p>Meet with the BEEF Commander to confirm and obtain agreement that the metric is a personnel will be at the gate within 15 minutes. (Mr. Imhof)</p>

OFFICE OF MILITARY COMMISSIONS
■ ■ ■ ■ ■ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

NGO Observer / Escorts: Comments

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
<p>Press Briefings are now for media only. Observers may watch via CCTV (the feed to Fort Meade) at another location.</p>	<p>Due to a request from OSD-PA and the Media, NGO Observers were told to watch the press briefings from the CCTV feed in one of the unused media trailers. In the future, if there are 25+ Media, the Observers will be unable to watch the press briefing on the CCTV feed in one of the unused trailers.</p>	<p>Install a TV that receives the CCTV feed in the NGO Observer Internet Lounge to allow the Observers to watch the press briefing without having an impact on Media work spaces. Additionally, we will need to ensure that Observers understand they must still attend court every day and cannot watch the court proceedings from their work spaces. It is also recommended that this television be connected to a cable feed for event watching (State of the Union as an example). OMC-S advises that this is easy to accomplish before the April hearings.</p>	<p>Communicate the final decision (scheduled to come out the week of March 4 or March 11). (COL Head)</p> <p>Check inventory to see if a monitor is readily available and/or one would need to be ordered if the decision is a green light. (b)(6)</p> <p>(b)</p> <p>Note: It is understood that Observers would still be required to attend the hearings in the gallery. This would not be a workaround/substitute.</p>
<p>Observers are required to carry around picture identification as well as an Observer badge with a number associated with it.</p>	<p>All other participants, including Media, receive a badge with their picture on it that allows them only to carry one piece of identification/badge.</p>	<p>Similar to the Media, allow Observers to receive commission badges (or like badge) that includes their picture and says "Observer Escort Required" or some other type of language. This would allow Observers to carry only one piece of identification and not their passport or other badges. Must evaluate time/expense to create personalized badges for observers in addition to OMC personnel who need badges.</p>	<p>The recommendation will be implemented and monitored by Security for cost and time effectiveness. (b)(6)</p>
<p>While it was faster going through security into the ELC/gallery, there are still issues with handwriting names of people entering/exiting the secure area.</p>	<p>For a long period of time, the security force is required to hand write people in/out of the ELC during court proceedings. When exiting the security force must hunt and peck for the individuals name to enter the "out" time.</p>	<p>Issue the security force a standalone computer with a pre-set excel spreadsheet with fillable fields that would allow them to type in an individual's name and then the time in and out using the simple =NOW() formula in excel. At the end of the day the spreadsheet can be printed out and provided to the appropriate security individuals as a record. OMC could provide a stand-alone laptop for this purpose.</p>	<p>See Recommendation column</p>
<p>One Observer was allowed to stay over the weekend between the hearings instead of traveling back to the United States. This caused issues in terms of coverage and gender matches.</p>	<p>It was determined that it would be appropriate to have an individual of the same gender stay over with the Observer in Camp Justice to ensure the Observer's safety and security. Unfortunately since Observers are an OMC-CA's responsibility, we had to recruit non-OMC escort staff to stay with the Observer. Thankfully one of the other Observers missed her return flight and stayed the</p>	<p>In the future when back to back hearings occur, either Observers need to be comfortable staying by themselves in the tents or come back to the United States and return on the next flight. If that is not appropriate, we recommend that all Observers return to the United States at the conclusion of the hearing and return on the</p>	<p>Communicate, when available, the final decision regarding whether Observer(s) can stay over the weekend between hearings. (COL Head)</p>

OFFICE OF MILITARY COMMISSIONS
DDAF - AFTER ACTION REVIEW: 9/11 - al Nashiri Hearings

	weekend, so we had coverage inside the tent for safety reasons. In the future, though, this could become increasingly difficult and burdensome to handle.	following flight. This would also solve the linen issue that arose between the first and second weeks and also allow OMC staff to return and switch out with a new group.	
There were a couple of instances in which bags were brought into the courtroom gallery, which we were later told was not allowed.	The security force at the main gate were not asking individuals whether or not they were going into court and as a result were not taking their bags if they were going into court. The bags were still screened via the X-Ray machine and individuals still needed to go through the metal detector.	As individuals are now allowed to bring in binders, pens, paper, and other materials into the gallery, could the policy on bags be revisited to allow backpacks or other carrying bags allowed in the courtroom gallery? If the bags are screened by the X-Ray machine or even hand searched for illegal materials, this would make this very much easier for Observers to carry materials in and out of the gallery.	Meet with JTF to clear-up this issue the Week of March 18 th . (b)(6)
All three weeks Observers asked for a windshield tour of GTMD and the Camps.	Per our direction, this must be coordinated between OSD-DP and JTF (OSD-DP for approval and JTF for their ability to support with a tour guide and bus). As Observers know just to ask now we are usually need 24 hours to get the tour coordinated and ready.	Enter into an agreement with JTF and OSD-DP to have on standby the ability to quickly allow a tour to take place during times of no court (maybe just afternoons) to provide another opportunity for Observers to remain busy while on island.	Create a Memorandum of Agreement outlining the policy for the windshield tour. Proposal - "Front-load" the list of potential Observers prior to the departure date.
Due to the new freedom for Observers to move around the island freely, most (if not all evenings) the OMC-Escorts allowed the JTF-Escorts to go home early after court was over (unless there was a request to take a boat out).	The need to have 5-6 OMC/JTF Escorts for 10 or so Observers seems to be overkill now that Observers have free access to the island. OMC staff could have clearly handled all escort duties with the three individuals escorting each week if given appropriately sized vehicles. The JTF Escorts mentioned a couple of times that their section leadership would prefer them back at their job rather than escorting with us.	It has been the policy of OMC to send two escorts each week, which are then paired up with 2 JTF drivers/escorts. During the past three weeks we brought down three escorts from OMC (two individuals were "training" and learning the ropes) and had the JTF drivers/escorts. It became readily apparent with the new freedom that the number of escorts between OMC/JTF was overkill. As a result, we recommend just having OMC be responsible for escorting and relieve JTF of that responsibility (for which they have asked). We would require that JTF still provided us access/usage of their 14 Passenger Van and the CLOe assigns one of the larger vans in the OMC motor pool to one of the OMC escorts. Additionally, OMC should send down 3 escorts to assist during the week, which will allow individual escorts time to keep caught up on their other responsibilities and handle other items as	Draft a 3 slide PowerPoint presentation summarizing the pros and the cons of the proposal. (b)(6) Schedule a time to meet with Mr. Chapman to discuss this issue further. (COL Head/ (b)(6) Note - This proposal will not be implemented if furloughs do occur.

OFFICE OF MILITARY COMMISSIONS
~~SECRET~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

		needed.	
Taking pictures around Camp Justice	Guard force initially prevented NGO from taking pictures of Camp Justice flags because no PAO escort was around; apparent miscommunication addressed by both OMC-S (NGOs) and CLOe (external guard force).	OMC needs to refine NGO briefings/policy to address these sorts of issues in the future. Guard force need to know what NGO/Observer rules are.	See Recommendation column
Observer interaction with VFMs	NGO rude to VFMs & refused to depart when VFMs were having a private discussion w/ JTF member.	OMC needs to refine NGO briefings/policy to address these sorts of issues in the future.	See Recommendation column
Unauthorized electronics in the gallery	NGO brought Blackberry into CR 2 gallery. However, the Blackberry was not detected in the search, and the NGO was the person who brought it to the guard's attention once she realized her mistake.	OMC needs to refine NGO briefings/policy to address these sorts of issues in the future, and Guard force needs to be more vigilant.	This issue has been addressed. OMC-S has submitted investigative paperwork to (b)(6)
Observer – Escort responsibilities at GTMO airfield	3 NGOs sat at airfield w/o escort while waiting to fly out independently; should this ad hoc rule be allowed for all NGOs?	OMC needs to refine NGO briefings/policy to address these sorts of issues in the future. Does GTMO require an escort under the new policy?	Table this issue for future consideration. (OMC-North)

OFFICE OF MILITARY COMMISSIONS
██████████ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Courtroom, Audio Visual & Information Technology: Comments

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Audio / Visual	Proposed changes to courtroom technology should be discussed in advance with the CR staff before the M) or other parties agree to the changes. This will reduce the possibility of serious second or third order effects.	Ensure CR staff and the Court Reporters engage freely with the TJ and Prosecution to make sure they understand the implications of any proposed changes in the technology. For example, Court Administration is reviewing the tapes from last week after the "push to talk" was put in place to see if they captured all the audio for a good record of trial.	See Recommendation column
Audio / Visual	Loss of audio for the last 3 detainees to acknowledge their understanding of what the judge had said; caused by last 3 mikes were muted at the defense tables. OMC-S personnel forgot to account for 40 second delay.	Internal OMC-S training issue.	See Recommendation column
Audio / Visual: Push-to-talk microphones	OCP, during court, came up with the idea to change the Microphone system from push-to-mute over to push-to-talk as a remedy to avoid privileged conversations from being recorded.	Recommend changing mics back to push-to-mute. Based on experience in the last hearing after mics were changed to P-T-T, there were times when counsel either did not push their buttons to talk or talked while they were walking between microphones (including certain members from OCP). These instances used to be picked up by the other mics, but now the court reporters cannot get an accurate verbatim record of what is said in court. This is the ultimate reason as to why it is being taped and we do not give our recordings to anyone (not P, D, CA). We need to be able to do our job effectively. An inaccurate record could be grounds for an appeal. Other ways to protect privileged is to remind counsel to push their buttons, to spread the tables further apart, remove the center mics from the tables, etc. In general, OCP needs to talk to OCA personnel to obtain relevant input before they agree to changes in the courtroom.	[Ben, did you have anything for this one? I only have noted that General Martins is not going to pursue this.]
Audio / Visual	CDR Ruiz & Mr. MacDonald both mentioned sound issues during Mr. MacDonald's testimony, but it was not detectable at AV-29	Related to Audio Visual "press to talk" issue (above). Per Mr. Elkins: "The microphone at the podium is not a press to talk. It is always on. OMC Technicians to reduce the cone by reducing the amount of input gain upstream and increase it down stream. We are adjusting the levels."	See Recommendation column

OFFICE OF MILITARY COMMISSIONS
██████████ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Audio / Visual : CCTV satellite interference due to weather related incidents	Weather along Eastern Seaboard could impact CCTV satellite and host installation operations.	Work with Fermion about basic protocols for the most common emergencies (e.g., destructive weather both at GTMO & CONUS). Ensure Webmaster updates website if CCTV bases close due to weather issues.	See Recommendation column
OCDC Email problems	Ms. Bormann told judge that she could not effectively work because of GTMO email system crashing. OCDC did not report IT issues on that date, but BEEF did work on power to ELC-3. OMC-S investigation revealed that this was caused by her downloading multiple "packets" of info over the satellite feed rather than following the actual IT instructions.	OCDC needs to report problems as soon as they happen and follow IT instructions. Mr. Parr and IT Staff will ensure the OCDC IT supervisor (Dwight Simmons) communicates proper procedures to transmit large amounts of data to the defense teams.	See Recommendation column
Scanner/Computer in ELC CA Trailer (KSM week three)	The computer and the scanner in the court reporter office did not function for most of the week. IT was able to get it up and running, but said that the computer associated with the scanner was having issues.	If we keep having issues with that computer, we may need to have the computer replaced with a different computer.	Will keep monitoring and test the scanner the next time we are on Island.
OMC-N personnel using IT equipment in AV-29	A number of transients logged into machines, opened Outlook, & then do likewise on a different machine too. This creates additional active connections that hit the satellite (bandwidth issues).	Post-commissions patches addressed some of these issues. Communicate issue to all staff. IT support to remind personnel to close outlook.	See Recommendation column
Laptops for use in the ELC	OCP wanted to use laptops that were not properly configured for use w/in the ELC.	OCP must inform OMC-N IT to pre-configure laptops prior to bringing them down here so as to avoid wasting time at GTMO, and to clear the laptops with ELC Security.	See Recommendation column
Laptop drops for OCDC	OCDC requested laptop drops in the ELC and AV34.	This came after the first week. Due to a short court week, we were able to complete one of them in room 105. We will work to complete the other after court. If we had a full court week, all new drops would have had to wait until after court.	See Recommendation column
Stenographer laptop computers	OMC clerk of court had potential issues with the steno laptops.	IT created 4 desktops with new Steno images in case there were any issues.	See Recommendation column

OFFICE OF MILITARY COMMISSIONS
AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Website updates regarding when court is in session	No one notified OMC webmasters re: when court is in recess or not.	OMC-S will notify webmaster of court recesses and adjournments so they are posted on the website.	Proposal – Revise the recommendation to be for when there is no court the next day and/or the court is currently in a closed session Communicate, as needed, during hearings to OMC-North regarding the latest and greatest for website updates. (OMC-South)
Chairs utilized by Court Reporters	The chairs currently being used by the court reporters in the courtroom are uncomfortable.	Ms. Wilkins will investigate during the next trip to GTMO to determine if more comfortable chairs are available.	Update – This is already work-in-progress. Ms. Wilkins and Mr. Sawyer have been corresponding.

Security: Comments

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Approved courtroom computer laptops	OMC-S did not have a single list of all laptops approved for use in the courtroom. Mr. Peters wants to address this and if needed, socialize a new OMC policy when we are not in session.	IAM and SSO staff actively working this issue now, after commissions events.	Create a list of allowed laptops and implement property passes. Additionally, investigate further the possibility of using barcodes for badging and equipment. (Ms. Flannery/ Mr. Parr)
Unsecured IT equipment	Unsecured hard drive found at Leeward Airfield; it had been missing (unreported) for more than 24 hours.	IAM & Security will address COA(s) & recommend future training or other needs in order to try to prevent this situation from arising again. Also need to consider what to do w/ the hard drive itself in light of the preservation order.	See Recommendation column
Access to the ELC	Apparently guard force was told to require all personnel entering ELC to show OMC badge, passport or CAC. Someone was told to depart because no passport.	Per (b)(6) SOP was amended to allow "Government photo ID" such as drivers license to substitute for passport, but guard force was not briefed on the change. Ensure JTF Guard Force is aware of the new policy. Also, consider issuing OMC badges to Observers so they only	See Recommendation column

OFFICE OF MILITARY COMMISSIONS
~~CONFIDENTIAL~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

		need a single ID to enter.	
Manning of gates in AO Patriot	OSD-PAO found that ingress & egress routes at both ends of AO Patriot were closed last night after 2300 (~2305 - 2315); no phone numbers were posted in order arrange for ingress/egress, nor were any alternative safety routes identified.	Coordinated safety/security posture & supporting regulations need to be identified, COAs developed, then implemented through a new SOP that incorporates all.	See Recommendation column
Clearance requirements for CRII gallery escorts	What level clearance is needed for CRII gallery escorts (Media, NGOs, VFM, others)?	Need SIO opinion; amend SOP w/ corrections, if needed.	Schedule a meeting to discuss this further with Observer Escorts. (b)(6)
Emergency exit procedures for Razor's	Brown-out caused short-term power failure + 1 person to be "trapped" in a Razor. BEEF restored power, person in Razor re-trained on how to exit (emergency release was functioning; person did not know to press the release).	OMC needs to provide refresher security training to transients. Also, post emergency exit procedure inside each Razor.	See Recommendation column
Guard force staffing during court proceedings	Guard force staffing orders are time-based, rather than event-based. This caused some confusion about how to re-adjust when MJ ordered court to start at 1300 rather than 0900.	JTF issue, but if OMC is asked for advice, recommend advising CLOe to change its OPLAN to be event-driven, not time-based.	Meet with Mr. Imhof to discuss this issue. (Ms. Flannery)
Access to AO Patriot when commission hearings have concluded for the day	Occasional confusion by OMC, PAO personnel re: when FL Gate was to be closed each night. Sometimes the gate closed early due to guard force confusion, but OMC, PAO staff did not know how to contact guard force for ingress or egress. In the process, OMC-S learned that Crow's Nest is not manned 24x7 during commissions because "staff is not big enough to pull security at CO, crow's nest and support Internal sec during commissions."	JTF issue. CLOe has published duty phone numbers at the gates.	See Recommendation column
Access and escorts for OCDC witnesses	OCDC witness arrived at CO Gate w/o escort. CLOe found an OCDC escort for the witness to get through CO Gate, but later found out that the witness has an OMC badge. OCDC did not provide OMC-S or CLOe w/ names in order to pre-arrange security access through CO Gate.	Trial teams need to be reminded about escort requirements per the Witness SOP.	See Recommendation column

OFFICE OF MILITARY COMMISSIONS
AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

Safety: Comments

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
Use of the medical personnel (EMT) services at the ELC	USNH reported that during 3 week interval, 2 people affiliated with OMC reported to hospital for chest pains. Both of them left the ELC area to go to the hospital, but neither of them asked to speak with EMT who was present at ELC. USNH wants OMC personnel to know that the ambulance and the EMT are at commissions events to help; please use them. The EMT can help triage & in case of emergency, prep hospital for incoming emergency.	OMC should add language to travel brief making personnel aware of the availability of an ambulance for immediate treatment.	Obtain a copy of an existing GTMO pamphlet from Office of Defense Counsel. (b)(6) Add language to the Trip Brief to inform all of the ambulance availability. (b)(6)
Multiple visits to the Naval Hospital at GTMO	USNH aware of 1 OMC transient (not ID'd because HIPPA) who is now recognized for having requested 3rd time in as many commissions events to have a narcotic drug refilled because of having "forgotten" to bring enough meds for the duration of the event(s). USNH concerned that this person may be seeking to access more narcotics than the person's physician may have actually prescribed.	OMC transients should be reminded to bring sufficient meds with them.	No Action – Outside of our scope. This is to be addressed by the Naval Hospital.

VWAP & VFM Comments

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
VFM attendance during press conferences	VFMs attended press conference & asked questions of attorneys. OSD-PA did not approve (after the fact), but wants VFMs to watch in MOC Room 5 rather than being in the briefing room.	Recommend policy decision on whether VFMs may attend & speak at press conferences. Current "test" policy of OSD-PA was to restrict VFMs and Observers from attendance at Press Conferences per request from Media to do so.	See Recommendation column
VWAP vehicle allocation and CLOe support	VWAP requested a 4 PAX and 12 PAX as a minimum; CLOe concurred. VWAP did not get the vehicles as promised.	CLOe should not make unilateral changes to CLOe support requests with no feedback, but division of OCP vehicles is up to OCP within the number & type of vehicles allocated to them.	See Recommendation column

OFFICE OF MILITARY COMMISSIONS
■ ■ ■ ■ ■ AFTER ACTION REVIEW: 9/11 – at Nashiri Hearings

VWAP	VFM Office wants OMC-S to explore w/ NavSta acquisition of older homes that are due to be torn down in order to support future VFM & witness housing concerns (come off of NavSta transient housing grid).	OMC-S can investigate, but even if funding is available, hurdle will be to obtain housekeeping services including linen service and lawn maintenance. Periods of non-occupancy raise concerns of fraud, waste, and abuse which have already been raised regarding the leased E. Caravella units for OCP and OCDC.	See Recommendation column
------	--	---	---------------------------

Public Affairs: Comments

ISSUE	DISCUSSION	RECOMMENDATION	ACTION
OSD-PA personnel not issued vehicle or cell phone during Red Carpet	OSD-PAO personnel arrived at GTMO w/ incomplete travel support coordination. It was confusing b/c most of the time, JTF-PAO provides support. CLO was able to find GOV & cell phone.	Need clarity as to how OSD-PAO will coordinate travel in future.	See Recommendation column
Procedures for conducting tours of CRII and the holding cells	Regular tours of the holding cells and Courtroom II are offered to all media (including foreign), but subject to operational needs. Per (b)(6) Countermeasures: 5 tourists: 1 badged personnel (1:1 ratio for foreigners) and tourists must show "OMC Badge, Passport or CAC card . . . and "Government Issued Photo ID."	OMC-S has been allowing NGOs & VFMs to also attend such tours; do we need a policy review &/or SOP for clarity? Response to availability of tours has been very favorable.	See Recommendation column

NGO Observer Feedback

(b)(6) - Seton Hall (week 1)

Hi (b)(6)

You (b)(6) were all very professional, courteous, and accommodating last week. I was impressed by how proactive you all were, and how quickly you resolved the few problems that did arise among the observers. Thank you again for giving (b)(6) me, and the two other flight passengers a ride on Friday. That was above and beyond the call of duty.

Only one recommendation comes to mind, and it is not really a procedural change. There isn't much shade outside of the tents in the NGO area during the day. My recommendation is for there to be an open tent - similar to the unused open tent about midway between the NGO area and the media hangar - set up around the picnic table outside the NGO tents so that there is outdoor shade in the congregating area.

Thanks again for everything,

(b)(6)

(b)(6) - Judicial Watch (weeks 1-3)

Thanks for your note and for your work with us NGOs. Three items that come to mind are so small as to barely warrant mention:

- 1) First aid kits in tents, but we talked about that;
- 2) Also a little disappointed that our luggage went astray during the first leg. (Nine bodies and their respective bags cannot be that hard to keep track of.)
- 3) For safety and transportation reasons, at least one escort should stay Windward as long as there is an NGO lodging at Camp Justice (seemed odd that both (b)(6) & (b)(6) had to be at the airport for most of the second Sunday instead of splitting coverage).

Otherwise, I have to say that, from a logistics standpoint, it was frankly the smoothest trip I've witnessed. Even the inevitable little scrapes people encountered were generally handled in a communicative and professional manner.

The other little item that comes to mind obviously rests more with JTF but has substantial impact on OMC so maybe it is worth reiterating: there will likely never be a time when NGOs would not want at least a windshield tour of the detention facility area. So, that whole 24-hour request business seems like a made-up hurdle by the newly-formed "visitors bureau." Then, the fact that despite OMC's compliance with the required notice period, JTF tardily denied the request without supplying a rationale. This was unsatisfactory. Of course, I understand this defect does not really rest with the escorts, but since you are who the public interfaces with, that's who it negatively reflects on worst.

Again, overall a much better job! Congratulations and my best wishes for continued improvement in April.

(b)(6)

OFFICE OF MILITARY COMMISSIONS
~~SECRET~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

(b)(6) - Duke University (week 1)

(b)(6) (b)(6) and (b)(6)

I just wanted to thank you all for everything that you did last week in Guantanamo, as well as all that you did to help us get there and back. I know that being responsible for non-governmental individuals in that kind of setting is not the easiest (nor the most enjoyable) task, so I really appreciate all of the guidance, assistance, and logistical support you provided throughout the week to make it such a smooth and rewarding experience. And, please do not hesitate to let me know if there is any follow up from the trip that you need from me!

Best,

(b)(6)

(b)(6) - NIMJ (week 1)

(b)(6) (and (b)(6) and (b)(6),

Thank you for the excellent assistance you provided to all the observers during the recent week of hearings of the Military Commissions at Guantanamo Bay. I have considered it a privilege to have the opportunity to attend the MC. Your efficiency and cordiality was very much appreciated. I am not certain there are large areas of improvement that I can cite re the escort services. Although, perhaps a checklist that could be used for packing and prep would be useful. I am intending to create one for my colleagues at NIMJ. I relied on their past experiences, which was helpful, but things do change slightly for each group. Updates are good.

I doubt that you have any control over the pervasive problems with communications with the outside world, wifi for example. Nor do I think that you have a lot of control over the invasive mold, something for which I was not completely prepared. Those with allergies probably need to bring some medication with them. I did have a reaction to the mold, but luckily had some meds to calm it down. Of course, the food was, well, not my favorite part of the trip, but not any worse than I have had on other bases.

OK, the luggage problem at the beginning was probably frustrating for all, but you were all over it. The entire tour was well organized and each of you was accessible. If I asked for assistance it was available. (b)(6) and your emails were v. helpful. I will say that the Quality Inn across from Andrew AFB should definitely be removed from the list of recommendations. Pretty ugly.

It might make everyone's life a little easier to have a female escort around. Not essential, but probably useful.

Again, thank you for your assistance. I think that the "elders" of the group, (b)(6) probably shared the opinion that your services were excellent and appreciated. I was very impressed with the hard work of everyone associated with the MC. I do not mistake the controversy over the courts with the personnel. Trip was a little like being in the Army with a personal valet...:-). Wish you well.

(b)(6)

(b)(6) - University of Toledo Law (week 1)

Hey (b)(6) (b)(6) and (b)(6)

What a pleasure it was to spend time with you down there.

I think you all did an excellent job all around - no complaints.

As to improvements, I regret that no JPJ Hill picture is allowed as the image for teaching the Paquete Habana case in international law of the Cuban side and the way the fishing boats come out would be excellent.

(cont next page)

OFFICE OF MILITARY COMMISSIONS
~~DRAFT~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

(b)(6) did make a couple of good points, to wit:

- 1) The Griffin interview with the victims. To the extent a witnesses/etc. makes themselves available to the families of victims, they should be available to the press and observers.
- 2) The "int security" nameplates are a bit much when dealing with Americans as opposed to the detainees.

It was a very heavy experience for me that I am still working through. Am doing a brownbag luncheon presentation for my law school on Thursday.

Best,

(b)(6)

(b)(6) – Amnesty International (week 3)

So good to hear from you! I meant to write in to thank you all personally for such an incredible week and first trip down to Gitmo...was just a little wiped out from our trip home (got in to NYC at 2am Saturday) and spent most of the weekend crawling from my bed to my couch and back!

I had a great time and really appreciated all that you did in terms of settings things up for us outside of your normal responsibilities (tour of the wind farm area to see the camps, to the tour of the courtroom to allowing us to watch the state of the union) to also being so incredibly flexible in terms of chaperoning us around the base for our everyday things. I cannot thank you enough for such a great experience. I don't think I have anything negative to share except for the fact that (b)(6) would prefer (b)(6) represent Amnesty on future trips... :)

Otherwise, you all were incredibly helpful and accommodating last week and I cannot sing your praises enough to folks back here at AI and at home. I really enjoyed getting to know you all and appreciate everything you did for us. Hopefully I'll get this assignment again, despite (b)(6) best wishes, and I will be able to take another trip with the three of you! You made it such an enjoyable experience!!

Hope you all take care and definitely let me know when you're up in the NYC if you want to hang out one evening!
peace.

(b)(6)

(b)(6) – National Association of Criminal Defense Lawyers (week 1)

Hi all,

Thanks for one of the best trips I've had to GTMO. I thank you first for getting us to GTMO the day before the hearings, rather than two days before the hearings. Also, thank you for cleaning the tents/replacing the coverings, and cleaning the bathroom/showers. It will take a bit of work to maintain the cleanliness of our facilities, but it really did help with feeling sick when I got home. :)

Also, thank you for driving us all over the place and for relaxing the rules this time around. It was noticed and much appreciated.

As for things to consider for the future, I wonder if there is anything that could be done with regard to observers who do not show respect to other observers, escorts, or court procedure. I know that many of us are very careful to make sure that we do not do anything that could get our groups kicked out of GTMO.

Best of luck with this last thought. (b)(6) stop laughing.

Thanks again,

(b)(6)

OFFICE OF MILITARY COMMISSIONS
~~SECRET~~ AFTER ACTION REVIEW: 9/11 – al Nashiri Hearings

(b)(6) - NIMJ (week 3)

(b)(6) and (b)(6)

Thank you so much for making the last week's observer trip so informative and enjoyable. I have to say that I was prepared (due to my own uninformed assumptions, not to the experiences of any prior participants) to be more tolerated than welcomed by OMC, so it was a pleasant surprise to get there and find out otherwise. From my perspective, everything went smoothly and seamlessly, though I am well aware that this is only because you three and the military escorts were working 16+ hour days and bending over backwards to balance everyone's diverse needs and wants -- all while maintaining a positive attitude and a sense of humor.

I generally believe that constructive criticism is more helpful than effusive praise, but in this case I honestly cannot think of a single thing that any of you could have done better. So you will have to settle for the effusive praise. Thank you again for your hard work, professionalism, and good humor, and for providing a truly excellent experience. Please pass along my thanks to the military escort team as well.

Best regards,

(b)(6)

(b)(6) - ACLU (week 3)

(b)(6) and (b)(6)

Thank you so much for your incredible help in Guantanamo. I have only been a handful of times, but the logistics for observers continue to improve in that limited experience. The more hands-off approach this time around was a particularly welcome change. It's not that it was so bad before that change, but it generally made the experience more relaxed.

More than anything else, though, you three made the logistics of the trip very easy. Thanks so much for making it go as smoothly as it could.

If I go again in the future, I hope to see you down there.

Sincerely,

(b)(6)

