

From: [Leinenkugel, Jake](#)
To: [Davis, Lynda](#); [O'Rourke, Peter M.](#)
Cc: [Ullyot, John](#); [Tucker, Brooks](#); [Shelby, Peter J.](#); [Wagner, John \(Wolf\)](#); [Spero, Casin D.](#); [Blaha, Lydia B.](#); [Loren, Donald P.](#); [Cashour, Curtis](#); [Balland, David](#); [Nicholas, Kirk](#); [Haverstock, Cathleen](#); [Syrek, Christopher D. \(Chris\)](#); [Sandoval, Camilo J.](#); [Verschoor, Thayer](#); [Anderson, Christopher](#); [Mason, Cheryl](#); [Glynn, Melissa S.](#); [DJS](#); [Wright, Vivieca \(Simpson\)](#); [Bowman, Thomas](#); [Devine, Danny C.](#); [Blackburn, Scott R.](#); [Clancy, Carolyn](#); [Murphy, Thomas, Acting Under Secretary for Benefits](#); [Leinenkugel, Jake](#)
Subject: White House Hotline & Veteran I.D. Card
Date: Thursday, November 30, 2017 8:23:03 AM

Lynda & Peter:

Congratulations to both of you for making these important projects happen. Of course you had lots of support, but your leadership and persistence prevailed. No question both will have some continuous bumps, but the key factor is they are being delivered upon. Well done.

Jake Leinenkugel
Senior White House Advisor – VA
(202) 461-4879 (Office)
(b) (6) (Cell)

From: [Gaudet, Tracy, MD](#)
To: [Blackburn, Scott R.](#)
Cc: [Leinenkugel, Jake](#); [Mobley, Devra L](#)
Subject: RE: Whole Health
Date: Sunday, June 18, 2017 8:19:42 PM

Hi Scott – great! I love these kind of connections – Jake, I look forward to connecting!

Scott – I had a great meeting with Poonam, along with Lisa Pape, and Poonam was very enthusiastic and declared THIS needs to be the VA brand! She connected me with her communications advisor, and is committed to having the Veteran Panel in the next leadership meeting (August?). We now need to get back to Dr. Shulkin. The sooner the better! I hope they both reference this in the Strategic Planning Summit this week. And, Mark Erwin set up a 90 minute meeting with the younger VSOs on Thursday morning, along with the TAP program. Very great stuff!

I am in NYC for a meeting about a documentary on the transformation of healthcare, and they are wanting to feature the VA work, and then I will be in DC for the rest of the week. I hope I can see you then.

Thanks for following up!!
Tracy

Tracy W. Gaudet, M.D.
Executive Director
National Office of Patient Centered Care
and Cultural Transformation
Veterans Health Administration
Office Phone 202 461 0410

From: Blackburn, Scott R.
Sent: Saturday, June 17, 2017 6:37 PM
To: Gaudet, Tracy, MD
Cc: Leinenkugel, Jake
Subject: Whole Health

Hi Tracy,

How are you doing? I am just checking in to see where we are with Whole Health? Have you gotten a chance to get this in front of the Secretary? Is Poonam/VHA on board? Where have things gone with Boulder Crest and all those kinds of folks?

In an attempt to build a coalition (to steal from John Kotter), I want to introduce you to Jake Leinenkugel. Jake has no clue what you are up to, but will be blown away when he finds out.

Scott

Scott Blackburn
Interim Deputy Secretary

Department of Veterans Affairs

From: [Blackburn, Scott R.](#)
To: [Leinenkugel, Jake](#)
Subject: RE: VA/NFL - opportunities for partnering in November for Veteran/NFL
Date: Wednesday, October 11, 2017 9:38:00 AM

Ok. I will hear them out but not commit anything for '17. Will focus more on '18. If they have any reactions to the short-term stuff we provided (e.g., Veteran of the Day stuff) then I'll take that back for consideration. Something like that could be spread across the year (and not necessarily November) and help create some goodwill going into a March owners meeting.

From: Leinenkugel, Jake
Sent: Wednesday, October 11, 2017 9:35 AM
To: Blackburn, Scott R.
Subject: RE: VA/NFL - opportunities for partnering in November for Veteran/NFL

It does. WH wants nothing to do with NFL at this point. I say we move forward with extensive plan for 2018.....present ideas at Owners Meeting (March?).

From: Blackburn, Scott R.
Sent: Wednesday, October 11, 2017 7:39 AM
To: Leinenkugel, Jake
Subject: RE: VA/NFL - opportunities for partnering in November for Veteran/NFL

One thing that would be helpful, is a sense of what we can and can't do with NFL right now given the relationship between WH and NFL right now. I am not sure if that complicates things or not for us.

From: Leinenkugel, Jake
Sent: Wednesday, October 11, 2017 7:36 AM
To: Blackburn, Scott R.
Subject: RE: VA/NFL - opportunities for partnering in November for Veteran/NFL

Scott; I will be traveling, looking forward to backbrief. Thanks for leading.

From: Blackburn, Scott R.
Sent: Tuesday, October 10, 2017 11:44 AM
To: Schiller, Melissa
Cc: Wiggins, Charles A.; Leinenkugel, Jake; Wagner, John (Wolf); Shelby, Peter J.; Donald, Ryan; Ellis, Catherine; Callaghan, Elizabeth
Subject: RE: VA/NFL - opportunities for partnering in November for Veteran/NFL

Of course. Liz Callaghan can help coordinate a time either Thursday or Friday.

Liz – I would love for some combo of Jake, Wolf Wagner, Charlie Wiggins and Peter Shelby to be on the call.

Scott

From: Schiller, Melissa [[mailto:\(b\) \(6\)@nfl.com](mailto:(b) (6)@nfl.com)]
Sent: Tuesday, October 10, 2017 10:52 AM
To: Blackburn, Scott R.

Cc: Wiggins, Charles A.; Leinenkugel, Jake; Wagner, John (Wolf); Shelby, Peter J.; Donald, Ryan; Ellis, Catherine
Subject: [EXTERNAL] RE: VA/NFL - opportunities for partnering in November for Veteran/NFL

Hi Scott – Are you free to touch base sometime this week on the below? If so, please let me know your availability for Thursday and Friday. Thank you!

From: Blackburn, Scott R. [<mailto:Scott.Blackburn@va.gov>]
Sent: Monday, October 2, 2017 11:43 AM
To: Schiller, Melissa <(b) (6) @nfl.com>; Donald, Ryan <(b) (6) @nfl.com>; Isaacson, Anna <(b) (6) @NFL.com>
Cc: Wiggins, Charles A. <Charles.Wiggins1@va.gov>; Leinenkugel, Jake <Thomas.Leinenkugel@va.gov>; Wagner, John (Wolf) <John.Wolf.Wagner@va.gov>; Shelby, Peter J. <Peter.Shelby@va.gov>
Subject: RE: VA/NFL - opportunities for partnering in November for Veteran/NFL

Melissa/team – just following up to see if there is any interest? Thanks - Scott

From: Blackburn, Scott R.
Sent: Monday, September 25, 2017 8:48 PM
To: 'Schiller, Melissa'; Donald, Ryan; Isaacson, Anna
Cc: Wiggins, Charles A.; Leinenkugel, Jake; Wagner, John (Wolf); Shelby, Peter J.
Subject: VA/NFL - opportunities for partnering in November for Veteran/NFL

Melissa/team – it was great connecting with you on Friday. We would be very excited to partner and believe there could be a great opportunity here for Veterans and the country, in addition to NFL and VA.

As I mentioned we are planning on making a big deal out of November – with various events on every day of the month (rather than just Veterans Day on November 11, celebrate Veterans all month). I'm cc'ing Jake Leinenkugel (former CEO of Leinenkugel Brewing) and Peter Shelby (Assistant Secretary of HR) who are running this for us and Wolf Wagner from our Public Affairs division. We would be super excited to collaborate. Happy to get together face-to-face if that would help.

Below are a few ideas to run past you – if either the league or individual teams are interested.

- **StorytellersX.** We are partnership with Got Your 6 (which also works closely with Wounded Warrior Project, TAPS) to expand their Storytellers program (<https://gotyour6.org/programs/storytellers/>). See attached one pager. There are ~130 Veteran run “Community Veteran Engagement Boards” across the country (including in pretty much every NFL city) that are discussing this with. We are targeting ~25 events (Pittsburgh is one of our best and Rocky Bleier is a great friend of ours). It would be amazing to partner with NFL teams/players/alumni to help bridge the understanding between Veterans and civilians in these communities. We would love for the NFL to be part of this.
- **Pairing Veterans with players for national anthems.** I know this weekend was tough (I was

at the Patriots/Texans game). But perhaps we could all work together. This is something we'd be excited to work together with Wounder Warrior Project, TAPS, Pat Tillman Foundation, USO, and there are many many other organizations that would gladly be a part of this (e.g., Travis Manion Foundation, Team Red White and Blue, Team Rubico, American Legion, VFW, Vietnam Veterans of America, Got Your 6, etc).

- **Featuring NFL players/alumni as our “Veteran of the Day” on social media** (<https://www.facebook.com/VeteransAffairs>). This would be easy and something we can do throughout the year. All you would have to do is send us a list of Veterans affiliated with the NFL that you would like to feature. We would work with them to get the content to tell the story.
- **Mental health / suicide prevention awareness.** This is a huge priority for us. I don't have any specific ideas right now, but anything we can do to work together we would be game. Obviously we will continue to partner on brain health with Jeff Miller and Amy Jorgensen.

Scott

Scott Blackburn

Department of Veterans Affairs

From: [Blackburn, Scott R.](#)
To: [Leinenkugel, Jake](#)
Subject: RE: On Behalf of Secretary Shulkin
Date: Thursday, September 07, 2017 1:16:58 PM

Cool that he did that. We need to stay close to Team Rubicon. I'm not sure people realize how important they are in the post 9/11 community. Team RWB and Team Rubicon are the 2 most important post 9/11 organizations. Neither one care about Washington or politics. But that is where all the post 9/11 Vets hang out and affiliate themselves with.

Sent with Good (www.good.com)

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

From: Leinenkugel, Jake
Sent: Thursday, September 07, 2017 10:29 AM Eastern Standard Time
To: Blackburn, Scott R.; Fureigh, Brandon; Erwin, Mark T.; (b) (6)@teamrubiconglobal.org
Subject: RE: On Behalf of Secretary Shulkin

FYI. WH announced a portion of POTUS \$1M Harvey donation went to Team Rubicon. Majority to Red Cross & Salvation Army.

From: Blackburn, Scott R.
Sent: Thursday, September 07, 2017 9:16 AM
To: Fureigh, Brandon; Erwin, Mark T.; (b) (6)@teamrubiconglobal.org; Leinenkugel, Jake
Subject: RE: On Behalf of Secretary Shulkin

Art might be a little swamped right now. I also got the attached email that I really haven't been able to follow up on yet. Maybe touch base with TJ Porter.

If you don't mind, I would love for you to take the lead on this. I mentioned this to the Secretary briefly and he basically said, "if you come up with an idea/plan, go do it and then tell me about it."

From: Fureigh, Brandon
Sent: Wednesday, September 06, 2017 9:25 AM
To: Erwin, Mark T.; Blackburn, Scott R.; (b) (6)@teamrubiconglobal.org; Jake Leinenkugel
Subject: RE: On Behalf of Secretary Shulkin

Looping in IDEPSEC and Jake as well.

Sir, you mentioned that you were also on emails regarding TR so I wanted to bring the five of us together. I am happy to stand down to avoid confusion. Please note I never heard back from Art – TR COO. Please let us know how we can support. Looks like we can and should be more proactive with Irma as well depending on the final path projections later this week, if TR is mobilizing there as well.

Brandon

Not Responsive

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

From: Fureigh, Brandon

Sent: Friday, September 01, 2017 10:27 AM Eastern Standard Time

To: (b) (6)@teamrubiconusa.org

Cc: Erwin, Mark T.; Jake Leinenkugel

Subject: On Behalf of Secretary Shulkin

Art,

My name is Brandon Fureigh and I work directly for Secretary Shulkin. VA has a number of employees who are looking for volunteer opportunities throughout the region affected by Hurricane Harvey.

We would like to explore the possibility of embedding a few of our employees with your teams on the ground, with a focus on medical providers. I know TR runs a tight ship and the last thing we would want is to compromise your operations, but we do feel our folks would be an asset. Do you have a few moments to speak about whether or not this is something we can make work?

Thanks so much.

Brandon

Brandon Fureigh

Expert Consultant for Modernization

Office of the Secretary

Department of Veterans Affairs

Office: 202-461-4820

Cell: (b) (6)

Not Responsive

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

From: Leinenkugel, Jake

Sent: Saturday, February 25, 2017 01:32 PM Eastern Standard Time

To: DJS

Cc: Wright, Vivieca (Simpson)

Subject: Jake Leinenkugel Role w/VA

Mr. Secretary: I know how busy your weekend and coming weeks will be and want to get some thoughts to you for consideration. I am copying Vivieca as I assume you want her opinion as well, similar to when we discussed Beach Head Team roles in your office week before last. I respectfully submit myself as your Assistant Secretary for Public and Intergovernmental Affairs. I have thought and observed this area deeply the past several weeks. Similar to OCLA it begs for leadership and depth in several key areas. The Department's key roles are to build & maintain public confidence in the Department of the VA and support VA's strategic goals. It also must develop and communicate an integrated strategy through all media vehicles at it's disposal. To remain brief, let me focus on just those areas without going into events, outreach, affairs and Veteran educational engagement.

Drastic change is required within department to become proactive instead of reactive. In order to achieve this change alignment of key strategic planks of your vision must become a daily discipline.

1. Accountability. Across all departments and employees.
2. Veterans obtaining scheduled access with quality care & outcomes.
3. Choose VA and also have a Choice Option.
4. Benefits - redesign or simplify and become timely.
5. Mental Health - Become National Leader.

There needs to be a sense of urgency to become aggressively proactive in consistent, concise messaging around your vision. There is a need to enhance this discipline and I know I can lead it. I have knowledge and experience of working all mediums and have big market area expertise. I have previously done NYC media blitz to include

Bloomberg, FOX, Jim Cramer and dozens of radio/print media. I have extensive media/PR work and knowledge in Milwaukee, Minneapolis, Chicago, Detroit and Phoenix. I possess strong sales, marketing, PR and connecting with people skills, that are essential for developing greater expectations and outcomes within this department. I can readily connect to WH Comms and have the breadth of how to manage, interact, grow and lead good people.

I have several ideas in regards to Department organization and people positions. I would ask permission to bring on a quality PDAS that could easily replace me and has a significant media & PR background with great people skills. I also have outstanding recommendations for ExDir of Public Affairs and DAS Intergovernmental Affairs. Press Secretary is critical and must be top of the line... have two candidates, but also may have to search outside (Reed Cordish connection). You would have to be very comfortable and trusting with the person in this role.

As I told you when we first met, my goal is to help veterans and to make you one of the most successful VA Secretaries in its history. It is critically important for that to happen. I would ask and expect a six month review of performance. If I don't deliver on my promise and commitment to you and the VA (Veterans) in this role I would expect removal.

Looking forward to your thoughts and comments.

V/R,

Jake

Sent with Good (www.good.com)

From: [Leinenkugel, Jake](#)
To: [Blackburn, Scott R.](#); [Huweart, Eric D.](#); [Matthews, Celeste \(VACO\)](#); [Whitney, Mark](#)
Subject: RE: Files
Date: Thursday, March 29, 2018 2:10:52 PM

Boom!

Sent with Good (www.good.com)

From: Blackburn, Scott R.
Sent: Thursday, March 29, 2018 10:37:25 AM
To: Leinenkugel, Jake; Huweart, Eric D.; Matthews, Celeste (VACO); Whitney, Mark
Subject: RE: Files

Mark and my team are that good!!! 😊

From: Leinenkugel, Jake
Sent: Thursday, March 29, 2018 12:35 PM
To: Blackburn, Scott R.; Huweart, Eric D.; Matthews, Celeste (VACO); Whitney, Mark
Subject: RE: Files

WOW. They all just reappeared. Didn't know there was "an easy button" somewhere hidden in VA?

From: Blackburn, Scott R.
Sent: Thursday, March 29, 2018 11:59 AM
To: Leinenkugel, Jake; Huweart, Eric D.; Matthews, Celeste (VACO); Whitney, Mark
Subject: RE: Files

Eric – Jake apparently lost all his files. Can we send someone to help him out? I see Celeste is out of the office so including Mark on this.

Thanks,
Scott

From: Leinenkugel, Jake
Sent: Thursday, March 29, 2018 11:47 AM
To: Blackburn, Scott R.
Subject: Files

Scott: No joke....all my files are missing on my computer??

Jake Leinenkugel
Senior White House Advisor – VA
(202) 461-4879 (Office)
(b) (6) (Cell)

From: [Whitney, Mark](#)
To: [Leinenkugel, Jake](#); [Blackburn, Scott R.](#); [Huweart, Eric D.](#); [Matthews, Celeste \(VACO\)](#)
Subject: RE: Files
Date: Thursday, March 29, 2018 4:04:13 PM

Celeste has a magic wand... 😊

Thanks!

Mark Whitney
*Chief, IT Customer Service Liaison/End User Support
NA Territory 5-VACO Washington Unit 1.1
VA OI&T – IT Operations & services (005OP5) /District 1
U.S. Department of Veterans Affairs
Office: (202) 461-5768
Cell: (b) (6)*

From: Leinenkugel, Jake
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Jake Leinenkugel
Senior White House Advisor – VA
(202) 461-4879 (Office)
(b) (6) (Cell)

Not Responsive

From: Whitney, Mark
Sent: Thursday, March 29, 2018 1:33 PM
To: Blackburn, Scott R.; Leinenkugel, Jake; Huweart, Eric D.; Matthews, Celeste (VACO)
Subject: RE: Files

Files recovered.

Thanks!

Mark Whitney
*Chief, IT Customer Service Liaison/End User Support
NA Territory 5-VACO Washington Unit 1.1
VA OI&T – IT Operations & services (0050P5) /District 1
U.S. Department of Veterans Affairs
Office: (202) 461-5768
Cell: (b) (6)*

From: Blackburn, Scott R.
Sent: Thursday, March 29, 2018 11:59 AM
To: Leinenkugel, Jake; Huweart, Eric D.; Matthews, Celeste (VACO); Whitney, Mark
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(202) 461-4879 (Office)
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To: [Leinenkugel, Jake](#); [Huweart, Eric D.](#); [Matthews, Celeste \(VACO\)](#); [Whitney, Mark](#)
Subject: RE: Files
Date: Thursday, March 29, 2018 1:37:00 PM

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Sent: Thursday, March 29, 2018 11:47 AM
To: Blackburn, Scott R.
Subject: Files

Scott: No joke....all my files are missing on my computer??

Jake Leinenkugel
Senior White House Advisor – VA
(202) 461-4879 (Office)
(b) (6) (Cell)

From: [Blackburn, Scott R.](#)
To: [Francavilla, David \(VEO\)](#); [Leinenkugel, Jake](#)
Subject: RE: Draft VA Press Release - Announces StorytellersX times and locations_25OCT V3
Date: Thursday, October 26, 2017 11:28:00 AM

Looks good. Just two things:

- 1) I'll sign up for Boston too once that gets confirmed. I think it is tentatively Dec 7
 - 2) It just says "Springs, Colorado" rather than "Colorado Springs, Colorado" in the press release.
-

From: Francavilla, David (VEO)
Sent: Thursday, October 26, 2017 10:02 AM
To: Leinenkugel, Jake; Blackburn, Scott R.
Subject: Draft VA Press Release - Announces StorytellersX times and locations_25OCT V3

Sirs,
Andi asked that I send you the enclosed the "draft" Press Release as you requested. Tim Hudak is currently working this to make put in AP format style...and will get back to us as soon as he has it back from concurrence at OLCA/ OPIA. They have reviewed it once so this should be fairly quick. Also this needs to be run by Dr. Davis before it goes final.

Attached are two local flyers and a local press release. Below is a list of the current list of VA VIP visitors.

Jake Chris Olson is very excited about seeing you at the University of Arizona.

Name	Title	Location	Date
Peter Shelby	Assistant Secretary, Human Resources and Administration, HRA	North Chicago	15-Nov
Jamie Manker	Acting Principal Deputy Under Secretary	North Chicago	15-Nov
Peter O'Rourke	Executive Director, Office of Accountability and Whistleblower Protection (OAWP)	Greenville, SC	16-Nov
Scott Blackburn	Executive in Charge for Information and Technology and Chief Information Officer for the Office of Information and Technology (OI&T)	Cleveland, OH	17-Nov
Jake Leinenkugel	White House Advisor	Tucson	8-Dec

From: [Blackburn, Scott R.](#)
To: [Leinenkugel, Jake](#); [Darin Selnick](#); [Tucker, Brooks](#); [Davis, Lynda](#); [Harker, Tom W.](#); [Lukach, Michael A.](#); [Connell, Lawrence B.](#); [O'Rourke, Peter M.](#); [Miller, Matthew M.](#); [Fureigh, Brandon](#)
Cc: [Wright, Vivieca \(Simpson\)](#)
Subject: RE: Choose VA
Date: Tuesday, April 11, 2017 7:37:21 AM
Attachments: [image001.png](#)

I'd love to be involved.

Ed Ledford put together the below logo on a whim. Well intentioned, but misses the mark for a number of reasons (to include looking too much like Chick-fil-et and also the weird arrow that has been the butt of a few jokes). This is what I mean about getting it down "professionally" and making sure we test anything we roll out with Veterans/employees/stakeholders.

A few names for you:

- Testing this with Veterans (Renee Anderson on Lynda's VE team)
- Drafting the logo (I am told Nick Crawford in VBA is pretty good. Lea Holcer is the name of the person who did the MyVA branding. She was a VA employee and is now at FDIC. I bet we can "borrow" her to do this again for us if we need to). I am sure there are a few other in house people too. We also have Atlas/others on contract that could probably help with this.



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

From: Leinenkugel, Jake
Sent: Tuesday, April 11, 2017 6:59 AM
To: Blackburn, Scott R.; Darin Selnick; Tucker, Brooks; Davis, Lynda; Harker, Tom W.; Lukach, Michael A.; Connell, Lawrence B.; O'Rourke, Peter M.; Miller, Matthew M.; Fureigh, Brandon
Cc: Leinenkugel, Jake; Wright, Vivieca (Simpson)
Subject: RE: Choose VA

Completely agree. You hit all major hot buttons. Want you involved going forward and we need your input & support. Don't know where current overnight logo came from, but very happy to know we have in-house capabilities. The only negatives I received when I "poked" this concept was what you correctly pointed out....flavor of the month fatigue. The rationale to transition is strong and should be simultaneously integrated with the new choice direction as you articulated in first paragraph. Thanks much.

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

From: Blackburn, Scott R.

Sent: Monday, April 10, 2017 9:48 PM

To: Leinenkugel, Jake; Darin Selnick; Tucker, Brooks; Davis, Lynda; Harker, Tom W.; Lukach, Michael A.; Connell, Lawrence B.; O'Rourke, Peter M.; Miller, Matthew M.; Fureigh, Brandon
Subject: RE: Choose VA

I personally LOVE "Choose VA" as it really reinforces the direction the Secretary is going under the theme of "competition". It implies we are giving Veterans choice (which we are). It acknowledges that employees also have choice (they are not indentured servants like we sometimes treat them). It acknowledges that taxpayers have choice in where their money is invested. It acknowledges supplier, VSOs and others have the choice to support us or not. It breaks from the culture of entitlement to one more of hunger/scrappiness and then mentality of "earning your customers".

I view MyVA as very different. I view the two as complimentary rather than competitors. But I'd love to discuss/debate to make sure I am not defending an unconscious bias that I might have (since I have been so close to MyVA for so long). MyVA has been the department transformation. It has been the culture change from rules to principle based decision making, living the ICARE values, more disciplined execution, focusing on the Veteran (rather than the organization), fixing the employee experience, streamlining support services like HR/IT/supply, creating a culture of continuous improvement, and being more inclusive by working jointly with strategic partners to better serve Veterans. It has been fixing the foundation. I view Choose VA as taking it to the next level .

Just like any consumer products company, how you manage the brand change it what is imperative. The Marines are a perfect example "A Few Good Men" to "The Few, The Proud" and now "Battles Won". The issue that we are going to have with Veterans, employees, VSOs, and other stakeholders is transforming and "flavor of the month" fatigue. If we don't handle it correctly the reaction will be "MyVA is gone. Now the new flavor of the moment is Choose VA". That is not the reaction we want. We want, "the MyVA transformation is continuing. But they are taking it to the next level. They want everyone to Choose VA which is brilliant. I can't wait to get behind it. I love the momentum."

Whatever we do, make sure we test it with Veterans, employees and stakeholders. We have a "Human Centered Design" team in VE (lead currently by Renee Anderson). These are folks that used to work for companies like IDEO, Apple, etc who used to do this for a living in the private sector (understand what customers wants, and then design products/branding/etc to meet what the customer wants). I would make sure we use them.

I would also make sure we get someone good to design the logo/brand. The person I used for MyVA is currently at FDIC (perhaps we can borrow her back). Either the VE HCD team or one of our several OPAs (OPIA, VBA or VHA) have some graphic designers that could help. The one "Choose VA" logo I have seen looks like Chick-fil-e and will get badly made fun of. Let's make sure we manage this well and knock it out of the park.

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

From: Leinenkugel, Jake

Sent: Monday, April 10, 2017 7:40 AM

To: Darin Selnick; Tucker, Brooks; Davis, Lynda; Harker, Tom W.; Lukach, Michael A.; Connell, Lawrence B.; O'Rourke, Peter M.; Miller, Matthew M.
Cc: Leinenkugel, Jake; Blackburn, Scott R.
Subject: FW: Choose VA

Team: This is very early & initial thinking behind Choose VA vs. MyVA. Fits direction and vision of SecVA for making VA competitive with private sector. Now, can we build a revised communication/marketing plan in short order to make appropriate pivot? Scott: Would appreciate your POV.

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

From: Leinenkugel, Jake
Sent: Monday, February 20, 2017 6:41 PM
To: Shulkin, David J., MD
Cc: Leinenkugel, Jake
Subject: Choose VA

Mr. Secretary: I spent a few days contemplating the term "Choose VA" and really had main points established within an hour of our meeting.

I put it against the current "My VA" term and where I believe your vision is headed. One thing I learned early on in my career is that every word and every action a leader states or does is critical. That said, the choice of "choose vs. my" is substantive and actionable. We both know...choose is a verb and my is a pronoun. Leaders constantly use verbs because they announce action and a need to obtain a desired outcome, "attack, charge, move and deliver" are examples. Pronouns like "my" can be seen as status quo or non-defensible if the customer doesn't feel it's true.

Your term "Choose VA" should become the new tag line (not term) as used above. You are creating a new vision and direction under your leadership. "Choose VA" is all about delivering actionable outcomes with choices and consequences. It is holistic within a large organization like Veteran Affairs. Every department and every employee can readily grasp the choice behind "Choose VA". Some simple examples:

1. A veteran will and should have a choice of facilities that best meet their needs.
2. Great VA facilities that provide ease of access and quality outcomes will thrive.
3. Mediocre VA facilities will better realize their shortcomings and try harder to match their private competitors.
4. Poor VA facilities will be put on notice that they are failing to meet our customers (Vets) needs and may be out of business if they don't make major changes vs. private market.
5. It is equally as strong with employees at all levels....let's make something better for ourselves and Vets so they do readily choose us vs. competitors.

6. Consider adding the concept internally that every call from our veterans is a 911 call....so take action!

7. Consider adding the concept where we all need to come to work everyday with the attitude of "I'm personally going to do one thing today that will help a Vet", then ask ourselves if we delivered.

My next test to validate would be what I call "poking". I would present to 5 different level VACO employees (clerk, driver, Doctor, clinician and admin), with a set-up and rationale as stated above. If 4 out of 5 easily agree with strength and validity it could go to next marketing/PR build out stage if desired.

I hope this is what you were looking for to begin the build out of a big idea?

V/R,

Jake Leinenkugel

Sent with Good (www.good.com)

From: [Blackburn, Scott R.](#)
To: [Leinenkugel, Jake](#); [Ullyot, John](#); [Wagner, John \(Wolf\)](#); [Lukach, Michael A.](#); [Erwin, Mark T.](#); [Korn, Jennifer S. EOP/WHO](#)
Cc: [Cordish, Reed S. EOP/WHO](#); [Moorhead, Quellie U. EOP/WHO](#); [Walters, Ronald](#)
Subject: RE: CBS Sunday Morning Show
Date: Saturday, August 05, 2017 5:37:00 PM

Just to pile on...this kid is AMAZING!!!

11 years old and he has been doing this for 2.5 years. He spends every weekend traveling to cemeteries and has inspired others to join him. You can check out his Facebook page at <https://www.facebook.com/profile.php?id=100018848255765>.

From: Leinenkugel, Jake
Sent: Thursday, August 03, 2017 2:13 PM
To: Ullyot, John; Wagner, John (Wolf); Lukach, Michael A.; Erwin, Mark T.; Korn, Jennifer S. EOP/WHO
Cc: Blackburn, Scott R.; Cordish, Reed S. EOP/WHO; Moorhead, Quellie U. EOP/WHO; Leinenkugel, Jake
Subject: CBS Sunday Morning Show

John & Jennifer: I saw this clip (below) several weeks ago on CBS Sunday Morning Show and was deeply moved. Believe it would be great to have this young man and mother flown in for our Senior Leader's Fall Meeting in D.C. (Sep. 17th – 20th). Would be even better to do the following;

1. Show our Senior Leader's CBS Video clip and bring the Preston and mother on stage.
2. Formally recognize his deeds with SECVA thank-you and certificate/coin.
3. White House Tour and hopefully a photo opportunity and acknowledgment by POTUS or VPOTUS.

Uplifting message and huge media upside for POTUS/VPOTUS & VA.

From: Leinenkugel, Jake
Sent: Thursday, August 03, 2017 12:54 PM
To: Jake Leinenkugel; Leinenkugel, Jake
Subject: FW: CBS Sunday Morning Show

From: Ullyot, John
Sent: Sunday, June 11, 2017 12:11 PM
To: Leinenkugel, Jake
Cc: DJS; Wright, Vivieca (Simpson); Blackburn, Scott R.; Tucker, Brooks; Davis, Lynda
Subject: RE: CBS Sunday Morning Show

Thanks Jake -- adding Brooks and Lynda from a related string, as well as James Hutton -- here is the link

<http://www.cbsnews.com/videos/california-boy-becomes-pied-piper-of-patriotism/>

Great idea re SecVA and POTUS -- let's discuss in the am.

Thanks,

John U.

Sent with Good (www.good.com)

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

From: Leinenkugel, Jake

Sent: Sunday, June 11, 2017 10:10 AM Eastern Standard Time

To: Ullyot, John

Cc: DJS; Wright, Vivieca (Simpson); Blackburn, Scott R.

Subject: CBS Sunday Morning Show

John: Please have your folks pull the 4 minute clip of Redding, CA 11 year old boy. He goes to several cemeteries of Vets and marks graves with flag and flower....thanking them for their service. We should consider congratulating him/family with SECVA and POTUS. Also would be nice to ask permission for internal showing. Now has large groups assisting him at several cemeteries.

Sent with Good (www.good.com)

From: [Blackburn, Scott R.](#)
To: [Leinenkugel, Jake](#); [Giddens, Gregory VACO](#)
Subject: RE: Big Bold Ideas
Date: Thursday, June 15, 2017 10:03:00 AM

All great ideas. Deserve some commentary. Will write back on each of them when I have more time (flight home Saturday morning).

From: Leinenkugel, Jake
Sent: Thursday, June 15, 2017 9:15 AM
To: Giddens, Gregory VACO; Blackburn, Scott R.
Subject: FW: Big Bold Ideas

Scott/Greg: Any thoughts on #2, 3, 4, 6 & 7?

From: Leinenkugel, Jake
Sent: Thursday, June 15, 2017 8:58 AM
To: Asgedom, Surafeal
Cc: DJS; Wright, Vivieca (Simpson); Giddens, Gregory VACO; Blackburn, Scott R.; Leinenkugel, Jake; Selnick, Darin
Subject: Big Bold Ideas

1. Ask WH & Congress for permission to propose legislation to study effects of cannabis on 100% disabled volunteer PTSD Veterans. Bold action in deference to AG's opinion of medical marijuana. Thousands of Veterans claim their legal/illegal use of cannabis has made dramatic changes in their well-being. Many claiming it saved their lives and got them off all opioids and most of their prescribed drugs issued by VA. (Supported by American Legion & DAV). (Right Thing to Do)
2. Merge all VA Veteran Employment & Training Programs with Department of Labor. DOL has similar programs and more robust emphasis on employment and training. (Modernization)
3. Merge all Veteran Loan Programs with SBA. SBA currently has Veteran Express Loans and Loans for Veterans with Disabilities and a Boots to Business start-up loan program for Veterans. (Modernization)
4. Merge all Veteran Homelessness programs to current HUD Programs which also work with Veteran housing issues. (Modernization)
5. Act like a leader by redefining "What is a disability"? Establish bipartisan expert commission that includes VSO's in order to determine new criteria that will stabilize unsustainable path. Leads the way for consideration to begin similar future commissions with Social Security & Medicare. (Right Thing to Do)
6. Reduce VACO staffing levels by 35%, elimination of duplication, several stovepipes and appropriate key staffing's to fill field vacancies (including VACO physicians). (Modernization)

7. Reduce 23 VISN's to 5 Regional Healthcare Centers. Simpler command and control, along with less complicated organizational design. (Modernization)
8. Announce a new emphasis on Prosthetics program. Become the National Leader by end of 2019. (Right Thing to Do)
9. Own Suicide Prevention – Continue to accelerate partnership with DOD & HHS. Invite best private care entities to fully participate. We establish leadership as owning the process and hold everyone accountable for best practices, new technologies & results. (Right Thing to Do)

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2. Mental & Behavior Health – Suicide Prevention
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5. Physical Therapy & Wellness Care (Incent weight loss, smoking cessation, drug & alcohol abuse, lump sum for PTSD deferral, etc.).

Intent is for VA to free up focus on Veteran patient care, access, improve quality of service, facilities and personnel. Get out of business lines that are difficult for us to manage, control, staff, provide ongoing testimony. Consolidation will likely produce billions of \$\$ in savings for taxpayers and establish efficiencies and effectiveness of all the above agencies.

Jake Leinenkugel
Senior White House Advisor – VA
(202) 461-4879 (Office)
(b) (6) (Cell)

From: [Blackburn, Scott R.](#)
To: [Leinenkugel, Jake](#); [Giddens, Gregory VACO](#)
Subject: RE: Big Bold Ideas
Date: Sunday, June 18, 2017 10:28:00 PM

Please keep bringing them! The fresh/outside perspective is invaluable. I fear that after 2.5 years, I might be "becoming native". So appreciate you challenging us.

On #2, I think we do need to do something. It feels like a ticking time bomb. However there is so much bad blood between the two agencies that I fear they won't do it on their own. I think YOU would be the perfect arbitrator (political, White House Senior Advisor) if you are interested.

On #4, I also think there is something there in that it is time to revisit the strategy. Let me talk to Keith Harris and Lisa Pape about this. One problem is that we don't have a full-time leader over homelessness (we are searching for one now).

From: Leinenkugel, Jake
Sent: Saturday, June 17, 2017 8:12 PM
To: Blackburn, Scott R.; Giddens, Gregory VACO
Subject: RE: Big Bold Ideas

Scott: Appreciate you taking the time and sharing perspective with facts you've gained past several years. Agree with everything and remember...everything I presented was based on a few months observation and attempting to simplify and focus on fundamental service areas. Agree #2 has history and like your suggestion of clearing defining rules & expectations for DOL. #4 was placeholder to at least have VA make HUD more visible and accountable.

Sent with Good (www.good.com)

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

From: Blackburn, Scott R.
Sent: Saturday, June 17, 2017 06:37 PM Eastern Standard Time
To: Leinenkugel, Jake; Giddens, Gregory VACO
Subject: RE: Big Bold Ideas

Good ideas here. See comments in red below.

From: Leinenkugel, Jake
Sent: Thursday, June 15, 2017 9:15 AM
To: Giddens, Gregory VACO; Blackburn, Scott R.
Subject: FW: Big Bold Ideas

Scott/Greg: Any thoughts on #2, 3, 4, 6 & 7?

From: Leinenkugel, Jake

Sent: Thursday, June 15, 2017 8:58 AM

To: Asgedom, Surafeal

Cc: DJS; Wright, Vivieca (Simpson); Giddens, Gregory VACO; Blackburn, Scott R.; Leinenkugel, Jake; Selnick, Darin

Subject: Big Bold Ideas

1. Ask WH & Congress for permission to propose legislation to study effects of cannabis on 100% disabled volunteer PTSD Veterans. Bold action in deference to AG's opinion of medical marijuana. Thousands of Veterans claim their legal/illegal use of cannabis has made dramatic changes in their well-being. Many claiming it saved their lives and got them off all opioids and most of their prescribed drugs issued by VA. (Supported by American Legion & DAV). (Right Thing to Do). *I would think we would be all for this. You would know better than I would, but I would think the resistance might come from the DOJ/administration. I agree with you that it is the right thing to do.*
2. Merge all VA Veteran Employment & Training Programs with Department of Labor. DOL has similar programs and more robust emphasis on employment and training. (Modernization). *Yes, I think this needs to happen. But it will be messy. Tom Murphy is on board and wants to do this. Curtis Coy absolutely does not. The problem here is trust and baggage by both agencies. There has been so much drama / bickering between DOL VETS and VBA over my 2.5 years – it is disgusting. I certainly don't know the whole story but here is my sense. DOL is territorial and historically has not done a great job with VETS. Shinseki got sick of Veterans/WH/others talking about high Vetean unemployment, hired Curtis Coy and built what VBA now does. It has been successful and Vet unemployment is now down to 3.4% (lower than non-Vets). Yet, the two agencies seem to bicker back and forth.*

Here is what I would do. Merge them for sure and put them in DOL. However do so under certain conditions that make sure Veterans don't suffer. For example: why the heck would Veterans want to go to Veterans.gov for employment and Vets.gov for everything else? Have VA run one central website for Veterans to go to get services from the Federal Government. Have DoL contribute the content. Make it seamless for Veterans. Have them knock off the BS that has plagued both agencies over the past 2 years (at the Veterans expense).

Also, Curtis tells me that the mission of the two is different and complimentary. I don't know enough to say what is complimentary and what is redundant. But I think this would need some studying to understand the details and a neutral arbitrator because there is so much bad blood between the two agencies.

We might also get pushback from VSOs. Despite our disagreements at times, they like dealing with VA better than DoL. They don't believe DoL or other agencies put Veterans First. They do believe VA has Veterans interests first (which boggles my mind to say that...I don't think that was the case when I got here 2.5 years ago, but I do believe is the case now).

3. Merge all Veteran Loan Programs with SBA. SBA currently has Veteran Express Loans and

Loans for Veterans with Disabilities and a Boots to Business start-up loan program for Veterans. (Modernization). I agree. I believe Tom Leney is on board too and putting together a proposal for this. I think discussions are underway. I think we might get pushback from VSO for same reason as above.

4. Merge all Veteran Homelessness programs to current HUD Programs which also work with Veteran housing issues. (Modernization). Interesting and there might be something here. But I would be careful, the more and more I study homelessness. Homelessness needs to be tightly integrated into the Veterans healthcare. I actually think VA does this better than anyone. I fear handing this to HUD would kick thousands of Veterans back to the streets. What I would put in place of this is I think we need to refresh the country's overall homelessness strategy. The strategy to date has been "Housing First" and maybe that is still right (Brooks seems to disagree). I would refresh it, get all the agencies that need to be involved on board and then figure out who has what and modernize around the strategy.
5. Act like a leader by redefining "What is a disability"? Establish bipartisan expert commission that includes VSO's in order to determine new criteria that will stabilize unsustainable path. Leads the way for consideration to begin similar future commissions with Social Security & Medicare. (Right Thing to Do). I agree. I think we need a complete "disability benefits" overhaul. This won't be simple. It will take a few years and will be amazingly controversial. But you are right that it is the right thing to do and we need to start sometime.
6. Reduce VACO staffing levels by 35%, elimination of duplication, several stovepipes and appropriate key staffing's to fill field vacancies (including VACO physicians). (Modernization). Agree and underway. I have no idea what the number is but I like 35%. To do this, I think we are going to need outside help. I used to do this in my prior life and it is impossible for the organization to do this to themselves. If we try that, we will get what we have always gotten. Also, the one thing I worry about (that I know the Secretary worries about to), is how much time/energy is required. Where I have seen this done successfully in the past is when this has been the primary focus of a company for a 12-18 month period. We have so many other things going on, we will not have that luxury.
7. Reduce 23 VISN's to 5 Regional Healthcare Centers. Simpler command and control, along with less complicated organizational design. (Modernization). We tried to do this 2 years ago. We ended up going from 21 VISNs to 18 VISNs; but we at least created a common/shared regional structure across the department (every silo used to have its own map; we standardized around the current 5 District map and I find it humorous that everyone blames the VE office). VHA is relooking this as part of their modernization effort. I don't know how it is going but I know this is one of their topics of focus.
8. Announce a new emphasis on Prosthetics program. Become the National Leader by end of 2019. (Right Thing to Do). I think it would be healthy for us to clearly define what we mean by "foundational services" and take a strong stance on what the VA stands for. PTSD, Spinal Cord Injuries, Mental Health, Prosthetics, etc. So I guess I am saying is that I wouldn't just

stop at Prosthetics. Also, on prothetics, we need to work more closely with DoD. We do prosthetics well, but Walter Reed and San Diego (which is where I was on Thursday) do it even better. Not every Veteran can go to San Diego or Bethesda MD; and not every DoD hospital is like San Diego or Bethesda. That is where the VA fits in.

9. Own Suicide Prevention – Continue to accelerate partnership with DOD & HHS. Invite best private care entities to fully participate. We establish leadership as owning the process and hold everyone accountable for best practices, new technologies & results. (Right Thing to Do) AMEN

VA Owns:

1. High quality access to primary care.
2. Mental & Behavior Health – Suicide Prevention
3. Prosthetics
4. Spinal Cord Injuries
5. Physical Therapy & Wellness Care (Incent weight loss, smoking cessation, drug & alcohol abuse, lump sum for PTSD deferral, etc.). I like this. Tracy Gaudet has done the thinking on this. I will introduce you. I am not sure yet where David is on this.

Intent is for VA to free up focus on Veteran patient care, access, improve quality of service, facilities and personnel. Get out of business lines that are difficult for us to manage, control, staff, provide ongoing testimony. Consolidation will likely produce billions of \$\$ in savings for taxpayers and establish efficiencies and effectiveness of all the above agencies. AMEN

Jake Leinenkugel
Senior White House Advisor – VA
(202) 461-4879 (Office)
(b) (6) (Cell)

From: [Leinenkugel, Jake](#)
To: [Daniel M. Gade](#); [Blackburn, Scott R.](#)
Subject: RE: [EXTERNAL] Re: Quick call?
Date: Wednesday, November 08, 2017 10:27:56 AM

Daniel: Great area of work for you to be involved in.....Sean told me they already had you slotted.
Best of luck.

From: Daniel M. Gade [mailto:(b) (6)@gmail.com]
Sent: Wednesday, November 08, 2017 9:47 AM
To: Blackburn, Scott R.
Cc: Leinenkugel, Jake
Subject: Re: [EXTERNAL] Re: Quick call?

Scott-

It looks like they are going to bring me in to the DoD instead of VA. Not sure how the wires got crossed, but I will be working wounded warrior issues over there, so that's a good fit as well. I appreciate what you guys do!

Dan

From: "Blackburn, Scott R." <(b) (6)@va.gov>
Date: Monday, November 6, 2017 at 2:03 PM
To: Daniel Gade <(b) (6)@gmail.com>
Subject: RE: [EXTERNAL] Re: Quick call?

You should be getting a call from Jake Leinenkugel to help work this out. I think this is a great idea!

From: Daniel Gade [mailto:(b) (6)@gmail.com]
Sent: Friday, November 03, 2017 3:49 PM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Re: Quick call?

Thanks. How about being John Robinson's backfill at VACI for a while?

Daniel M. Gade
706-207-7632
[Sent from iPhone]

On Nov 3, 2017, at 12:23 AM, Blackburn, Scott R. <(b) (6)@va.gov> wrote:

Thanks Dan. We are checking to see what we can do. This is a great idea. Will get back to you.

From: Daniel M. Gade [mailto:(b) (6)@gmail.com]

Sent: Wednesday, November 01, 2017 11:33 AM
To: Devlin, Margarita, VBAVACO; Blackburn, Scott R.
Subject: [EXTERNAL] Quick call?

Margarita and Scott-

This is Daniel Gade. You and I met at the first (and second?) iteration of the MCT definition roundtables, and we've corresponded since then. As you may or may not have heard, I was nominated by the President to serve on the Equal Employment Opportunity Commission, as a commissioner. I have completed my confirmation hearing, and my nomination was successfully referred to the full Senate for consideration. I anticipate being confirmed in the next 3-4 months.

I have a quick question. The White House is working on placing me temporarily within an agency so that I can move my family to DC and begin earning income while I wait for confirmation.

I would be interested in working as a contractor within the VA in some place where I can be helpful to the modernization/transformation efforts that you're working on. I could be assigned to whatever office you think is appropriate, and be on a month-to-month contract.

Would you be able/interested in having a conversation with me about this?

Daniel Gade

From: [Fureigh, Brandon](#)
To: [Art delaCruz](#)
Cc: [Jake Leinenkugel](#); [Erwin, Mark T.](#); [David Burke](#); [Blackburn, Scott R.](#)
Subject: RE: [EXTERNAL] Re: On Behalf of Secretary Shulkin
Date: Thursday, September 07, 2017 9:25:39 AM

Thank you Art. No worries about the delay, yall have bigger fish to fry. We will get the word out to encourage more folks to volunteer.

David,

Let us know once we have a better understanding of the potential and actual situation in FL if there are teams that we can embed some medical personnel to help assist.

Brandon

From: Art delaCruz [mailto:(b) (6) @teamrubiconusa.org]
Sent: Thursday, September 07, 2017 7:14 AM
To: Fureigh, Brandon
Cc: Jake Leinenkugel; Erwin, Mark T.; David Burke
Subject: [EXTERNAL] Re: On Behalf of Secretary Shulkin

David added to email.

Not Responsive

From: [Fureigh, Brandon](#)
To: [Blackburn, Scott R.](#); [Yehia, Baligh R.](#); [Leinenkugel, Jake](#)
Subject: RE: [EXTERNAL] Met Jake Leinenkugel and Baligh Yehia tonight at Town Hall
Date: Thursday, March 30, 2017 8:17:01 AM

Sorry to jump in from CC but wanted to say this before I forgot. I agree with Baligh on this, but it does raise an interesting question. Can we develop a simple and accurate “Veterans Bill of Rights”-ish product so that Veterans better understand some basic things? Would that even be useful? Perhaps VE could shed a light.

Baligh and Jake, send us more photos so can tout the fact that yall are out there doing this. This act alone is a good news story!

From: Blackburn, Scott R.
Sent: Thursday, March 30, 2017 8:14 AM
To: Yehia, Baligh R.; Leinenkugel, Jake
Cc: Fureigh, Brandon
Subject: RE: [EXTERNAL] Met Jake Leinenkugel and Baligh Yehia tonight at Town Hall

I look forward to it. Btw – see below (in case you haven’t). If you don’t know Ben, he is big blogger. This is about as positive as I’ve ever seen his blogs. Just be careful if he is emailing you/etc as anything you right can and might be published.

<http://www.disabledveterans.org/2017/03/30/major-va-leaders-unexpectedly-show-north-st-paul-va-town-hall/>

From: Yehia, Baligh R.
Sent: Thursday, March 30, 2017 8:10 AM
To: Blackburn, Scott R.; Leinenkugel, Jake
Subject: RE: [EXTERNAL] Met Jake Leinenkugel and Baligh Yehia tonight at Town Hall

More to come. Will fill you in when we are back.

Sent with Good (www.good.com)

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

From: Blackburn, Scott R.
Sent: Thursday, March 30, 2017 07:17 AM Eastern Standard Time
To: Yehia, Baligh R.; Leinenkugel, Jake
Subject: FW: [EXTERNAL] Met Jake Leinenkugel and Baligh Yehia tonight at Town Hall

You guys are famous! Seems like these are going well.

From: Benjamin Krause [<mailto:ben@benjaminkrauselaw.com>]
Sent: Thursday, March 30, 2017 1:38 AM

To: Blackburn, Scott R.

Subject: [EXTERNAL] Met Jake Leinenkugel and Baligh Yehia tonight at Town Hall

Hope you're doing well.

Had a spirited debate with Baligh about whether VA should mandate that its individual VA medical centers publish all their local policies and treatment guidelines online to inform local veterans of what to expect / or to stay informed if there is a problem.

VA consensus opinion tonight was to not do it... Baligh ultimately said patient perception is key to improving trust. While I agree that perception is important, I disagree with any opposition to publishing local policies and guidelines - it would help veterans not feel bullied by some clinicians and be more empowered.

Jake seemed like a great guy. My uncles would buy "road sodas" on our trips back to my parents' home, from Chicago to northern Wisconsin. The "soda" of choice was always Leinenkugels.

Talk soon,

Ben

From: [Blackburn, Scott R.](#)
To: [Fureigh, Brandon](#); [Yehia, Baligh R.](#); [Leinenkugel, Jake](#)
Subject: RE: [EXTERNAL] Met Jake Leinenkugel and Baligh Yehia tonight at Town Hall
Date: Thursday, March 30, 2017 8:18:00 AM

I agree with Brandon on both points!

I especially like the way it was considered “unannounced” and a pleasant surprise to Ben. That is a cool angle.

From: Fureigh, Brandon
Sent: Thursday, March 30, 2017 8:17 AM
To: Blackburn, Scott R.; Yehia, Baligh R.; Leinenkugel, Jake
Subject: RE: [EXTERNAL] Met Jake Leinenkugel and Baligh Yehia tonight at Town Hall

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To: Blackburn, Scott R.; Leinenkugel, Jake
Subject: RE: [EXTERNAL] Met Jake Leinenkugel and Baligh Yehia tonight at Town Hall

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From: Blackburn, Scott R.

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Subject: FW: [EXTERNAL] Met Jake Leinenkugel and Baligh Yehia tonight at Town Hall

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Talk soon,

Ben

From: Coy, Curtis, VBAVACO
To: [Leinenkugel, Jake](#); "[Wetmore, David H. EOP/WHO](#)"
Cc: "[kathryn.F.Talento](#)"; [Cloud, Rosye B., VBAVACO](#); [Blackburn, Scott R.](#)
Subject: RE: [EXTERNAL] Guam Marine Base H-2B Issue
Date: Thursday, May 25, 2017 4:57:15 PM

Hello David....happy to try and connect next week ... who in DoL and DoD are you meeting with?

Curt

Curtis L. Coy

Deputy Under Secretary for Economic Opportunity

Veterans Benefits Administration

U.S. Department of Veterans Affairs

1800 G Street, NW, Suite 510 - Mail Stop 20E

Washington, DC 20420

202/443-6080

curtis.coy@va.gov

VA Core Values: Integrity, Commitment, Advocacy, Respect, Excellence ("I CARE")

For appointments or scheduling, please contact my office @ OEO.VBACO@va.gov or 202 443-6080

Not Responsive

From: Leinenkugel, Jake
Sent: Thursday, May 25, 2017 4:48 PM
To: 'Wetmore, David H. EOP/WHO'
Cc: Coy, Curtis, VBAVACO; 'kathryn.F.Talento'
Subject: RE: [EXTERNAL] Guam Marine Base H-2B Issue

David: Believe right person would be Curtis Coy. Will forward email to him and request his contact info. Being a Marine, it makes sense to find way to connect with those skilled Marines looking for more adventure and maybe struggling with job opportunities after their active duty. Love the idea and plan. If Curtis or his team can't assist....I'm in.

V/R,

Jake Leinenkugel
Senior White House Advisor - VA

Sent with Good (www.good.com)

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

From: Wetmore, David H. EOP/WHO [(b) (6)] [@who.eop.gov](mailto:>@who.eop.gov)

Sent: Thursday, May 25, 2017 03:46 PM Eastern Standard Time

To: Leinenkugel, Jake

Cc: Talento, Kathryn F. EOP/WHO; Zadrozny, John A. EOP/WHO; Bash, Zina G. EOP/WHO

Subject: [EXTERNAL] Guam Marine Base H-2B Issue

Hi Jake,

My DPC colleague, Kathy Talento, gave me your contact information. DPC is organizing a meeting next week with DOD and DOL to determine how we can inform veterans of job opportunities relating to the construction of the new Marines base on Guam. Currently, DOD's plan is to fill the vast majority of those jobs with foreign nationals using H-2B visas. Given that the President has prioritized hiring American workers, DPC wants to make every effort to allow American workers, and veterans in particular, to fill those jobs. Would you be the right person to represent VA at that meeting? If not, could you pass along the contact information for the appropriate person at VA? We have not yet selected the date and time for the meeting next week.

All the best,

Dave Wetmore

DAVID H. WETMORE

Immigration Advisor

Domestic Policy Council

Executive Office of the President

W: (202) 456-4743

M: (b) (6)

(b) (6) [@who.eop.gov](mailto:(b) (6)@who.eop.gov)

From: [Blackburn, Scott R.](#)
To: [Leinenkugel, Jake](#); [Prince-Wheeler, Latriece R.](#)
Cc: [Carrington, Belinda L](#); [Isaac, Charlyn](#); [Venkataraman, Rashi](#)
Subject: RE: [EXTERNAL] Fwd: Amazon Connection
Date: Saturday, June 17, 2017 1:09:00 PM

Would love to be involved.

We have a great relationship with Amazon. Teresa Carlson (EVP of Amazon Web Services who oversees all US/Global government work) was on the MyVA Advisory Committee and is a close friend/mentor. I am working with her to get Jeff Bezos to talk at our next Senior Leader retreat in September. Rashi also has orchestrated multiple strategic partnerships with Amazon to include one recently involving Alexa. There is clearly a lot we can do with Amazon.

Btw – very interesting acquisition of Whole Foods by Amazon this week.

From: Leinenkugel, Jake
Sent: Saturday, June 17, 2017 9:31 AM
To: Prince-Wheeler, Latriece R.
Cc: Carrington, Belinda L; Isaac, Charlyn; Blackburn, Scott R.
Subject: FW: [EXTERNAL] Fwd: Amazon Connection

Latriece: Would like to see if we can schedule bringing Amazon Wounded Warrior research team in for one hour overview. They apparently are doing and have some great tools/ideas in regards to poly-trauma rehab and suicide prevention. Would like Scott to be available and maybe host meeting June 20th - June 23rd as they will have key folks in D.C. Could you please seek appropriate VHA folks and work with Belinda/Charlyn on scheduling. Thanks much!

V/R,

Jake

Sent with Good (www.good.com)

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

From: Jake Leinenkugel [(b) (6) [@gmail.com](#)]
Sent: Saturday, June 17, 2017 09:11 AM Eastern Standard Time
To: Leinenkugel, Jake
Subject: [EXTERNAL] Fwd: Amazon Connection

----- Forwarded message -----

From: Bomke, Tim <(b) (6) [@amazon.com](#)>
Date: Thu, Jun 15, 2017 at 8:23 PM
Subject: RE: Amazon Connection
To: Jake Leinenkugel <(b) (6) [@gmail.com](#)>, Higgins, Beau (b) (6) [@amazon.com](#)>

Cc: Dick Leinenkugel <(b) (6) @gmail.com>

Jake,

Our precise expectation would be providing technology solution(s) for use in poly-trauma rehab facilities and suicide prevention.

Best,

-Tim

From: Jake Leinenkugel [mailto:(b) (6) @gmail.com]

Sent: Sunday, May 28, 2017 8:01 AM

To: Bomke, Tim (b) (6) @amazon.com>; Higgins, Beau (b) (6) @amazon.com>

Cc: Dick Leinenkugel (b) (6) @gmail.com>; Jake Leinenkugel (b) (6) @gmail.com>

Subject: Re: Amazon Connection

Tim: Let me know your precise expectation within VA context. I'm currently heading 3 major projects for WH & Secretary next 120 days, seriously absorbing all of my time & focus. (Policy, Branding & Reform), I can help connect to correct people and project teams.

On Thu, May 25, 2017 at 4:10 PM Bomke, Tim <(b) (6) @amazon.com> wrote:

Hi Jake,

Just coming up for air after a week of several events. It would be great to connect and learn more about our mutual efforts. How is your schedule looking next week?

Best,

-Tim

From: Higgins, Beau

Sent: Wednesday, May 17, 2017 10:59 AM

To: Jake Leinenkugel (b) (6) @gmail.com>

Cc: Dick Leinenkugel (b) (6) @gmail.com>; Leinenkugel, Jake <(b) (6) @va.gov>; Bomke, Tim (b) (6) @amazon.com>

Subject: RE: Amazon Connection

Jake,

Thanks for the feedback and I am very interested in getting this moving. Regret this Friday I am personally off the net as my oldest daughter is graduating from high school, but I have cc'd Tim Bomke who runs Amazon's Wounded Warrior program and can help drive this forward. Thank in advance and look forward to getting to DC soon to meet in person and keep up the momentum.

Beau

Beau Higgins
Senior Manager
Military Recruiting Center of Excellence | Worldwide Operations Talent Acquisition
Email: (b) (6)@amazon.com; Phone: (b) (6)

From: Jake Leinenkugel [mailto:(b) (6)@gmail.com]
Sent: Wednesday, May 17, 2017 2:44 AM
To: Higgins, Beau <(b) (6)@amazon.com>
Cc: Dick Leinenkugel <(b) (6)@gmail.com>; Leinenkugel, Jake <(b) (6)@va.gov>
Subject: Re: Amazon Connection

Beau: Secretary Shulkin loves Amazon and references Jeff's "Day One" work mantra weekly (VA needs to replicate). We also are announcing a "Getting to Zero" initiative on suicides. Why don't you and I connect this Friday for next step approach. Is it possible for you and your initiative team to come to VA to meet with our VA Suicide Project leads? We are in Boston at Brain Trust....a terrific collaboration being lead by GE, Optum, IBM, UnitedHealth and major research hospitals on brain trauma, TBI, PTSD and Suicidal indicators until late Thursday afternoon. We have to do more as 20 Veterans a day continue down this path.

V/R,

Jake
(202) 461-4879 (Office)
(b) (6) (Cell)

On Tue, May 16, 2017 at 11:14 PM Higgins, Beau <(b) (6)@amazon.com> wrote:

Jake,

Circling back on this to get a pulse check on best way to engage with the WH on telling the veterans employment story. Great story to tell and would love to work with the WH on that.
Beau

Beau Higgins
Senior Manager
Military Recruiting Center of Excellence | Worldwide Operations Talent Acquisition
Email: (b) (6)@amazon.com; Phone: (b) (6)

From: Jake Leinenkugel [mailto:(b) (6)@gmail.com]
Sent: Saturday, April 08, 2017 7:04 AM
To: Higgins, Beau <(b) (6)@amazon.com>
Cc: Leinenkugel, Dick <(b) (6)@tenthandblake.com>
Subject: Re: Amazon Connection

Beau: Small world and looking forward to meeting you. Amazon has been terrific with assisting Veterans and I will connect you to proper folks within WH. Good friend Jennifer Korn is leading this work and the VA may also be interested in asking Amazon

for ideas with VA apps and customer service. We are getting 3 top detailees from Apple in May. I will reach out to Jennifer for connection. Also sending you my contact info.

V/R,

Jake Leinenkugel
Senior White House Advisor -VA
(202) 461-4879 (Office)
(b) (6)

On Saturday, April 8, 2017, Higgins, Beau <(b) (6)@amazon.com> wrote:

Dick,

Thanks for the intro and it was great to reconnect this week in DC. Appreciate your continued support of the veteran community.

Jake,

As noted below, Amazon has an idea about creating a “dash button” that may be able to help efforts focused on veteran suicide. I haven’t been able to get a solid point of contact at the VA who might want to pursue this technology and was hoping you may be able to assist. In addition, last May Jeff Bezos came to the White House and made a pledge to hire 25,000 veterans over 5 years. The anniversary of that pledge is coming up and Amazon would be interested in sharing our progress to date with the white house (about a third of the way there already). Would love to find the white house point of contact for the Joining Forces Initiative portfolio and try to coordinate an event/announcement of some type. Thanks in advance, Semper Fi, Beau

Beau Higgins
Senior Manager
Military Recruiting Center of Excellence | Worldwide Operations Talent Acquisition
Email: (b) (6)@amazon.com; Phone: (b) (6)

From: Leinenkugel, Dick [mailto:(b) (6)@TenthAndBlake.com]
Sent: Thursday, April 06, 2017 8:13 AM
To: (b) (6)@gmail.com
Cc: Higgins, Beau (b) (6)@amazon.com>
Subject: Amazon Connection

Jake,

I ran into a Marine Corps acquaintance at last evening’s Veterans Jobs Mission event. I met Beau Higgins at LeJeune two years ago when I did a beer dinner for General Lukeman. Beau’s wife is from Wisconsin and they visited the brewery later that year. Beau is now out of the Corps and is heading up Military Talent Acquisition for Amazon. Beau mentioned that they have a technology idea that could help prevent veteran suicide and he is looking to pitch the idea to someone in the VA. Sounds like you might be able to point him in the right direction.

Beau Higgins

Military Talent Acquisition

(b) (6)

[\[REDACTED\]@amazon.com](mailto:[REDACTED]@amazon.com)

Richard J. Leinenkugel

President and Chief Beer Merchant

Jacob Leinenkugel Brewing Company

Office – 715-720-2222

Cell – (b) (6)

Assistant – Diane Schindler (b) (6)

From: [Ullyot, John](#)
To: [Millerick, Jayne](#); [Hoelscher, Douglas L. EOP/WHO](#)
Cc: [Hirsch, Jane](#); [Clark, Justin R. EOP/WHO](#); [Wagner, John \(Wolf\)](#); [Leinenkugel, Jake](#); [Blackburn, Scott R.](#); [Cashour, Curtis](#); [Wright, Vivieca \(Simpson\)](#)
Subject: Re: [EXTERNAL] Call today between secretary and governor
Date: Sunday, July 16, 2017 1:43:02 PM

+ Curt Cashour (VA Press Secretary), Vivieca Wright-Simpson (VA CoS)

Thanks Jayne — I understand that the Secretary offered to call in to a program the Governor is doing tomorrow morning on the Manchester VA facility issue.

Can you give me details/contact info/time for the call/appearance that I can share with the Secretary? If you need to contact me today I'm at (b) (6).

Thanks again,

John U.

John Ullyot

Assistant Secretary for Public and Intergovernmental Affairs

U.S. Department of Veterans Affairs

202-461-7500 office

(b) (6) @va.gov



On 7/16/17, 1:35 PM, "Millerick, Jayne" <(b) (6) @nh.gov> wrote:

They spoke. Thank you very much for your help!

Sent with Good (www.good.com)

From: Ullyot, John <(b) (6) @va.gov>

Sent: Sunday, July 16, 2017 12:56:29 PM

To: Hoelscher, Douglas L. EOP/WHO

Cc: Hirsch, Jane; Millerick, Jayne; Clark, Justin R. EOP/WHO; Wagner, John (Wolf); Leinenkugel, Jake; Blackburn, Scott R.

Subject: Re: [EXTERNAL] Call today between secretary and governor

+ Jake Leinenkugel/Scott Blackburn (iDEPSEC VA)

Thanks Doug — they spoke a short time ago — let me know if you would like to touch base as I'm in the office today.

Thanks again,

John U.

On 7/16/17, 12:13 PM, "Hoelscher, Douglas L. EOP/WHO"

<(b) (6) @who.eop.gov<mailto:(b) (6) @who.eop.gov>> wrote:

Hi John and Wolf - just got off the phone with Gov Sununu's COS Jayne Millerick (CC'd) - the Governor would like to have a quick cal with the secretary today - can you work with them to get the two connected. Will followup on more information in a second email

Thanks

Doug

Sent from my iPhone

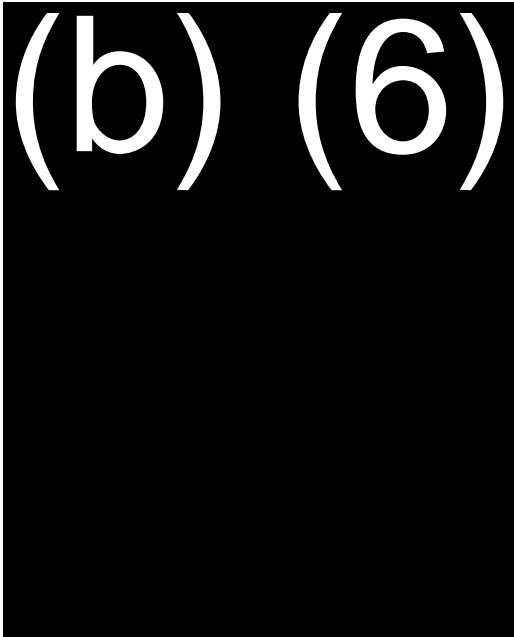
From: [Blackburn, Scott R.](#)
To: [Leinenkugel, Jake](#)
Subject: John Lowry
Date: Monday, November 13, 2017 12:19:00 PM

Does that name ring a bell? Below is the list of people at the breakfast roundtable I was at (Veteran business leaders). Someone served with you in the Marines.

From: Cox, Tim (VACO)
Sent: Monday, November 13, 2017 11:33 AM
To: Blackburn, Scott R.
Subject: RE: Egon Zehder breakfast

Yes, I believe it was John Lowry (Marine) who first mentioned knowing Jake as we were leaving. Mark Brunner did piggy back on John's mention of Jake saying that he also knew him, and asking you to say hello.

Full List includes:



Timothy A. Cox, MS
Acting Director, IT Strategic Communication
Office of Information and Technology
Department of Veterans Affairs
<https://vaww.oit.va.gov/>
202-461-9417 (Office)
(b) (6) (Mobile)

From: Blackburn, Scott R.
Sent: Monday, November 13, 2017 9:47 AM

To: Cox, Tim (VACO)

Subject: Egon Zehder breakfast

Do you have the list of people that attended? I am trying to remember which one served in Marines with Jake Leinenkugel. I thought it was Mark Brunner but Jake says he's never heard of him.

Scott Blackburn

Executive in Charge, Office of Information & Technology

US Department of Veterans Affairs

From: [Blackburn, Scott R.](#)
To: [Worthington, Charles](#)
Subject: FW: White House Hotline & Veteran I.D. Card
Date: Thursday, November 30, 2017 8:27:00 AM

From: Leinenkugel, Jake
Sent: Thursday, November 30, 2017 8:23 AM
To: Davis, Lynda; O'Rourke, Peter M.
Cc: Ulliyot, John; Tucker, Brooks; Shelby, Peter J.; Wagner, John (Wolf); Spero, Casin D.; Blaha, Lydia B.; Loren, Donald P.; Cashour, Curtis; Balland, David; Nicholas, Kirk; Haverstock, Cathleen; Syrek, Christopher D. (Chris); Sandoval, Camilo J.; Verschoor, Thayer; Anderson, Christopher; Mason, Cheryl; Glynn, Melissa S.; DJS; Wright, Vivieca (Simpson); Bowman, Thomas; Devine, Danny C.; Blackburn, Scott R.; Clancy, Carolyn; Murphy, Thomas, Acting Under Secretary for Benefits; Leinenkugel, Jake
Subject: White House Hotline & Veteran I.D. Card

Lynda & Peter:

Congratulations to both of you for making these important projects happen. Of course you had lots of support, but your leadership and persistence prevailed. No question both will have some continuous bumps, but the key factor is they are being delivered upon. Well done.

Jake Leinenkugel
Senior White House Advisor – VA
(202) 461-4879 (Office)
(b) (6) (Cell)

From: [Carrington, Belinda L](#)
To: [Blackburn, Scott R.](#)
Cc: [Merchant, Robert](#)
Subject: FW: Veteran's Day Coordinator
Date: Thursday, August 24, 2017 12:40:00 PM

I know you'll be talking to Mark about November events tomorrow morning. Thought you might want to see the message below. Do you want to include Jake on your meeting?

Belinda Carrington
Executive Assistant to the
Deputy Secretary of Veterans Affairs

(b) (6)

From: Leinenkugel, Jake
Sent: Thursday, August 24, 2017 12:04 PM
To: DJS
Cc: Ulliyot, John; Shelby, Peter J.; Alaigh, Poonam, M.D.; O'Rourke, Peter M.; Byrne, Jim (OGC); Tucker, Brooks; Davis, Lynda; Walters, Ronald; Loren, Donald P.; Bowman, Thomas; Leinenkugel, Jake; Wright, Vivieca (Simpson)
Subject: Veteran's Day Coordinator

Mr. Secretary: May I suggest we designate a lead from your senior team to coordinate Veteran's Day activities for the entire month of November. Some quick thoughts & ideas to explore:

1. Daily releases of veteran stories and how served by Choosing VA.
2. Coordination with White House and the Hill on Veteran's Day or even possibly week long events.
3. Coordination with State, County, Tribal VA directors. (Veteran parades, activities and highlight Choose VA)
4. Speaker surrogates to Top 5 VAMC's (high density veteran populations). Qualified, speaker savvy, senior veteran leaders within VA designated by SECVA or OPIA. Standardized uniform speaking points.
5. Veteran Week Activities at all VAMC's and CBOC's - Make Choose VA actionable and fun for veteran's. I'm thinking along the lines of a "Happy Hour" approach.... soda, water, cookies, cake, etc.
6. Veteran ID Card Announcement with partnership of Office Depot.
7. VACO Veteran's Photo on WH Lawn with Secretary/POTUS. (Not easy....but would be cool).
8. Local NFL tie-in with Redskins & Ravens. SECVA coin toss at start of game. Greet veteran's in attendance. Veteran/Family tickets, crowd acknowledgments, etc.

Thoughts/Comments,

Jake

Jake Leinenkugel

Senior White House Advisor – VA

(202) 461-4879 (Office)

(b) (6) (Cell)

From: [Blackburn, Scott R.](#)
To: [Merchant, Robert](#)
Subject: FW: Veteran's Day Coordinator
Date: Friday, August 25, 2017 6:39:00 PM

From: Leinenkugel, Jake
Sent: Friday, August 25, 2017 6:00 AM
To: Blackburn, Scott R.
Subject: RE: Veteran's Day Coordinator

Yes. Going to ask V to assist. Will build TT around task, to include Mark, OPIA, NCA, VBA & VHA. Gotta be inclusive and move entire org to success.

Sent with Good (www.good.com)

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

From: Blackburn, Scott R.
Sent: Thursday, August 24, 2017 05:22 PM Eastern Standard Time
To: Leinenkugel, Jake
Subject: FW: Veteran's Day Coordinator

Are you cool being the lead? I think it will tsk the muscle of the Secretary's office.

I was already planning on meeting with Mark Erwin on this tomorrow at 8am. Can you join?

Sent with Good (www.good.com)

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

From: Wright, Vivieca (Simpson)
Sent: Thursday, August 24, 2017 05:20 PM Eastern Standard Time
To: DJS; Blackburn, Scott R.
Subject: RE: Veteran's Day Coordinator

Sure

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

From: DJS

Sent: Thursday, August 24, 2017 04:44 PM Eastern Standard Time
To: Blackburn, Scott R.; Wright, Vivieca (Simpson)
Subject: RE: Veteran's Day Coordinator

I'm ok with that- vivieca?

Sent with Good (www.good.com)

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

From: Blackburn, Scott R.
Sent: Thursday, August 24, 2017 04:39 PM Eastern Standard Time
To: DJS; Wright, Vivieca (Simpson)
Subject: FW: Veteran's Day Coordinator

I think this is a good idea. My vote would be to have Jake himself lead this.

From: Leinenkugel, Jake
Sent: Thursday, August 24, 2017 12:04 PM
To: DJS
Cc: Ulliyot, John; Shelby, Peter J.; Alaigh, Poonam, M.D.; O'Rourke, Peter M.; Byrne, Jim (OGC); Tucker, Brooks; Davis, Lynda; Walters, Ronald; Loren, Donald P.; Bowman, Thomas; Leinenkugel, Jake; Wright, Vivieca (Simpson)
Subject: Veteran's Day Coordinator

Mr. Secretary: May I suggest we designate a lead from your senior team to coordinate Veteran's Day activities for the entire month of November. Some quick thoughts & ideas to explore:

1. Daily releases of veteran stories and how served by Choosing VA.
2. Coordination with White House and the Hill on Veteran's Day or even possibly week long events.
3. Coordination with State, County, Tribal VA directors. (Veteran parades, activities and highlight Choose VA)
4. Speaker surrogates to Top 5 VAMC's (high density veteran populations). Qualified, speaker savvy, senior veteran leaders within VA designated by SECVA or OPIA. Standardized uniform speaking points.
5. Veteran Week Activities at all VAMC's and CBOC's - Make Choose VA actionable and fun for veteran's. I'm thinking along the lines of a "Happy Hour" approach.... soda, water, cookies, cake, etc.
6. Veteran ID Card Announcement with partnership of Office Depot.

7. VACO Veteran's Photo on WH Lawn with Secretary/POTUS. (Not easy....but would be cool).
8. Local NFL tie-in with Redskins & Ravens. SECVA coin toss at start of game. Greet veteran's in attendance. Veteran/Family tickets, crowd acknowledgments, etc.

Thoughts/Comments,

Jake

Jake Leinenkugel
Senior White House Advisor – VA
(202) 461-4879 (Office)
(b) (6) (Cell)

From: [Blackburn, Scott R.](#)
To: [Scher, Deborah L.](#); [Kane, Vincent](#); [Pape, Lisa M.](#)
Subject: FW: VA/NFL - StorytellersX details
Date: Monday, April 09, 2018 3:27:24 PM
Attachments: [NFL STx v6.docx](#)

Here is the folks from NFL. Melissa Schiller is their leader for Veteran/public outreach that organizes their Salute to Service program.

From: Blackburn, Scott R.
Sent: Thursday, October 19, 2017 7:35 AM
To: Schiller, Melissa
Cc: Wiggins, Charles A.; Leinenkugel, Jake; Wagner, John (Wolf); Shelby, Peter J.; Donald, Ryan; Ellis, Catherine; Martinez, Andrea; Bill Rausch; Francavilla, David (VEO)
Subject: VA/NFL - StorytellersX details

Hi Melissa/team – I hope you all are having a great week. As promised, attached is more information on the StorytellersX events that we will be organizing in November/December. We have 9 location/dates set which you will see below (3 are in NFL cities; perhaps others there might be alumni). We have 4 more that are highly probable and a bunch more possible – we will send you an update on those once they confirm (we are trying to get everything locked down by end of this week so we can focus on execution and making each of these awesome). One of the “highly probable” ones is in Kansas City and is being organized by an employee of the Kansas City Chiefs (Carmen Gamble who co-chairs the Veterans Community Engagement Board in KC); they might even host it at Arrowhead Stadium (we will let you know as soon as that confirms).

Please do send to teams and/or alumni as you deem appropriate. We would love to work together and spotlight these events. I have cc'd Bill Rausch (CEO of Got Your 6) as well as Andrea Martinez and David Francavilla from VA who are organizing these.

Scott

November

- Colorado Springs, CO - 9 Nov
- Marion, Ill - 9 Nov
- Mooresville, NC – 9 Nov
- Grand Junction, CO – 11 Nov
- **New York Metro NY – 11 Nov**
- Greenville, SC -16 Nov
- **Cleveland, OH - 17 Nov**

December

- **Charlotte, NC – 7 Dec**

- Tucson, AZ - 8 Dec

From: Schiller, Melissa [[mailto:\(b\) \(6\)@nfl.com](mailto:(b) (6)@nfl.com)]
Sent: Tuesday, October 10, 2017 10:52 AM
To: Blackburn, Scott R.
Cc: Wiggins, Charles A.; Leinenkugel, Jake; Wagner, John (Wolf); Shelby, Peter J.; Donald, Ryan; Ellis, Catherine
Subject: [EXTERNAL] RE: VA/NFL - opportunities for partnering in November for Veteran/NFL

Hi Scott – Are you free to touch base sometime this week on the below? If so, please let me know your availability for Thursday and Friday. Thank you!

From: Blackburn, Scott R. [[mailto:\(b\) \(6\)@va.gov](mailto:(b) (6)@va.gov)]
Sent: Monday, October 2, 2017 11:43 AM
To: Schiller, Melissa <(b) (6)@nfl.com>; Donald, Ryan <(b) (6)@nfl.com>; Isaacson, Anna <(b) (6)@NFL.com>
Cc: Wiggins, Charles A. <(b) (6)@va.gov>; Leinenkugel, Jake <(b) (6)@va.gov>; Wagner, John (Wolf) <(b) (6)@va.gov>; Shelby, Peter J. <(b) (6)@va.gov>
Subject: RE: VA/NFL - opportunities for partnering in November for Veteran/NFL

Melissa/team – just following up to see if there is any interest? Thanks - Scott

From: Blackburn, Scott R.
Sent: Monday, September 25, 2017 8:48 PM
To: 'Schiller, Melissa'; Donald, Ryan; Isaacson, Anna
Cc: Wiggins, Charles A.; Leinenkugel, Jake; Wagner, John (Wolf); Shelby, Peter J.
Subject: VA/NFL - opportunities for partnering in November for Veteran/NFL

Melissa/team – it was great connecting with you on Friday. We would be very excited to partner and believe there could be a great opportunity here for Veterans and the country, in addition to NFL and VA.

As I mentioned we are planning on making a big deal out of November – with various events on every day of the month (rather than just Veterans Day on November 11, celebrate Veterans all month). I'm cc'ing Jake Leinenkugel (former CEO of Leinenkugel Brewing) and Peter Shelby (Assistant Secretary of HR) who are running this for us and Wolf Wagner from our Public Affairs division. We would be super excited to collaborate. Happy to get together face-to-face if that would help.

Below are a few ideas to run past you – if either the league or individual teams are interested.

- **StorytellersX.** We are partnership with Got Your 6 (which also works closely with Wounded Warrior Project, TAPS) to expand their Storytellers program (<https://gotyour6.org/programs/storytellers/>). See attached one pager. There are ~130 Veteran run "Community Veteran Engagement Boards" across the country (including in pretty

much every NFL city) that are discussing this with. We are targeting ~25 events (Pittsburgh is one of our best and Rocky Bleier is a great friend of ours). It would be amazing to partner with NFL teams/players/alumni to help bridge the understanding between Veterans and civilians in these communities. We would love for the NFL to be part of this.

- **Pairing Veterans with players for national anthems.** I know this weekend was tough (I was at the Patriots/Texans game). But perhaps we could all work together. This is something we'd be excited to work together with Wounder Warrior Project, TAPS, Pat Tillman Foundation, USO, and there are many many other organizations that would gladly be a part of this (e.g., Travis Manion Foundation, Team Red White and Blue, Team Rubico, American Legion, VFW, Vietnam Veterans of America, Got Your 6, etc).
- **Featuring NFL players/alumni as our "Veteran of the Day" on social media** (<https://www.facebook.com/VeteransAffairs>). This would be easy and something we can do throughout the year. All you would have to do is send us a list of Veterans affiliated with the NFL that you would like to feature. We would work with them to get the content to tell the story.
- **Mental health / suicide prevention awareness.** This is a huge priority for us. I don't have any specific ideas right now, but anything we can do to work together we would be game. Obviously we will continue to partner on brain health with Jeff Miller and Amy Jorgensen.

Scott

Scott Blackburn

Department of Veterans Affairs

From: [DJS](#)
To: [Blackburn, Scott R.](#)
Cc: [Wright, Vivieca \(Simpson\)](#)
Subject: FW: Jake Leinenkugel Role w/VA
Date: Saturday, February 25, 2017 2:04:34 PM

Scott- feel him out for VE for 90 days while we look at other candidates for the opia spot and see what's best

Sent with Good (www.good.com)

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

From: Leinenkugel, Jake
Sent: Saturday, February 25, 2017 01:32 PM Eastern Standard Time
To: DJS
Cc: Wright, Vivieca (Simpson)
Subject: Jake Leinenkugel Role w/VA

Mr. Secretary: I know how busy your weekend and coming weeks will be and want to get some thoughts to you for consideration. I am copying Vivieca as I assume you want her opinion as well, similar to when we discussed Beach Head Team roles in your office week before last. I respectfully submit myself as your Assistant Secretary for Public and Intergovernmental Affairs. I have thought and observed this area deeply the past several weeks. Similar to OCLA it begs for leadership and depth in several key areas. The Department's key roles are to build & maintain public confidence in the Department of the VA and support VA's strategic goals. It also must develop and communicate an integrated strategy through all media vehicles at it's disposal. To remain brief, let me focus on just those areas without going into events, outreach, affairs and Veteran educational engagement.

Drastic change is required within department to become proactive instead of reactive. In order to achieve this change alignment of key strategic planks of your vision must become a daily discipline.

1. Accountability. Across all departments and employees.
2. Veterans obtaining scheduled access with quality care & outcomes.
3. Choose VA and also have a Choice Option.
4. Benefits - redesign or simplify and become timely.
5. Mental Health - Become National Leader.

There needs to be a sense of urgency to become aggressively proactive in consistent, concise messaging around your vision. There is a need to enhance this discipline and I know I can lead it. I have knowledge and experience of working all mediums and have big market area expertise. I have previously done NYC media blitz to include Bloomberg, FOX, Jim Cramer and dozens of radio/print media. I have extensive media/PR work and knowledge in Milwaukee, Minneapolis, Chicago, Detroit and Phoenix. I possess strong sales, marketing, PR and connecting with people skills, that are essential for developing greater expectations and outcomes within this department. I can readily connect to WH Comms and have the breadth of how to manage, interact, grow and lead good people.

I have several ideas in regards to Department organization and people positions. I would ask permission to bring on a quality PDAS that could easily replace me and has a significant media & PR background with great people skills. I also have outstanding recommendations for ExDir of Public Affairs and DAS Intergovernmental Affairs. Press Secretary is critical and must be top of the line... have two candidates, but also may have to search outside (Reed Cordish connection). You would have to be very comfortable and trusting with the person in this role.

As I told you when we first met, my goal is to help veterans and to make you one of the most successful VA Secretaries in its history. It is critically important for that to happen. I would ask and expect a six month review of performance. If I don't deliver on my promise and commitment to you and the VA (Veterans) in this role I would expect removal.

Looking forward to your thoughts and comments.

V/R,

Jake

Sent with Good (www.good.com)

From: [Blackburn, Scott R.](#)
To: [Huweart, Eric D.](#)
Subject: FW: Files
Date: Thursday, March 29, 2018 1:36:00 PM

Another guy that needs a coin!

From: Whitney, Mark
Sent: Thursday, March 29, 2018 1:33 PM
To: Blackburn, Scott R.; Leinenkugel, Jake; Huweart, Eric D.; Matthews, Celeste (VACO)
Subject: RE: Files

Files recovered.

Thanks!

Mark Whitney
*Chief, IT Customer Service Liaison/End User Support
NA Territory 5-VACO Washington Unit 1.1
VA OI&T – IT Operations & services (0050P5) /District 1
U.S. Department of Veterans Affairs
Office: (202) 461-5768
Cell: (b) (6)*

From: Blackburn, Scott R.
Sent: Thursday, March 29, 2018 11:59 AM
To: Leinenkugel, Jake; Huweart, Eric D.; Matthews, Celeste (VACO); Whitney, Mark
Subject: RE: Files

Eric – Jake apparently lost all his files. Can we send someone to help him out? I see Celeste is out of the office so including Mark on this.

Thanks,
Scott

From: Leinenkugel, Jake
Sent: Thursday, March 29, 2018 11:47 AM
To: Blackburn, Scott R.
Subject: Files

Scott: No joke....all my files are missing on my computer??

Jake Leinenkugel
Senior White House Advisor – VA
(202) 461-4879 (Office)
(b) (6) (Cell)

From: [Blackburn, Scott R.](#)
To: [Fureigh, Brandon](#)
Subject: FW: [EXTERNAL] Met Jake Leinenkugel and Baligh Yehia tonight at Town Hall
Date: Thursday, March 30, 2017 2:16:00 PM

From: Benjamin Krause [mailto:ben@benjaminkrauselaw.com]
Sent: Thursday, March 30, 2017 1:42 PM
To: Blackburn, Scott R.
Subject: Re: [EXTERNAL] Met Jake Leinenkugel and Baligh Yehia tonight at Town Hall

A couple things now that I think about it.

VA and the White House miss an opportunity for better optics every time Jake and Baligh show up for a Town Hall because no local VA is announcing their "tour" in the local press before events or even after. Zero optics. Diminished participation by local veterans. And, our event here was held in small venue rather than VA's large venue. Why?

The VFW last night has room for maybe 40 people at best with limited parking. A gentleman on Kim Graves staff at the RO or at least connected with Graves reportedly contacted VFW for the event. We watched Graves talk with him after everyone left. Curious.

No one knew Jake and Baligh were in town. NO ONE. Had I known, I would have worn a suit at least and had better questions for both. There was no mention of the event in the press and no mention that the Town Hall was part of the national listening tour on Minneapolis VA's Facebook event page. <https://www.facebook.com/events/233154080467496/>. What about elderly veterans who do not use Facebook?

I would really love to be pulled in at this point. I'll leave that up to you as to how. Veterans like me, who have been kicked in the teeth but continue to write about it and help others, can offer incredible insight as contractors (maybe through existing advisory contractors like McKinsey, Booz Allen or Accenture) into how VA should be reformed.

The contracts are already in place. I am not clear about the legality of VA directing hiring of contractors in that instance, but perhaps these contractors would hire people like me as a sub to help VA get fixed?

VA is not the NSA, but sometimes its staff likes to act like they are. My policy publication plan can be accomplished easily with local VA facilities tasking their web developers to simply upload the documents to the server on a page labeled Local Policies and Guidelines. I would be happy spearhead this at Minneapolis VA / VISN 23 as a contractor...

On Mar 30, 2017, at 7:08 AM, Blackburn, Scott R. <(b) (6)@va.gov> wrote:

Ben – glad you got to meet Jake and Baligh.

Jake is a great guy. He cares deeply about Veterans and brings a new perspective. We are very lucky to have him on the team.

Baligh is a great guy too. He is incredibly sharp and also brings different perspectives. I am glad you guys had a spirited debate, as more of that is needed. I am a big believer in transparency as well. So I don't quite understand Baligh's point of view. I will check in with him when he gets back (he/Jake are doing a whirlwind listening tour...they are doing what they did last night at several locations across the country).

I think we still owe you a few responses. I am checking on Jose (can't believe it is taking this long). I'm going to start looping in Lynda Davis on all the other issues. I don't know if it has been officially announced yet, but she will be taking on a bigger, more formal role. So I'll be leaning on her to address many of these things pertaining to the Veteran experience.

Thanks for continuing to advocate for Veterans. Keep it up!
Scott

From: Benjamin Krause [<mailto:ben@benjaminkrauselaw.com>]
Sent: Thursday, March 30, 2017 1:38 AM
To: Blackburn, Scott R.
Subject: [EXTERNAL] Met Jake Leinenkugel and Baligh Yehia tonight at Town Hall

Hope you're doing well.

Had a spirited debate with Baligh about whether VA should mandate that its individual VA medical centers publish all their local policies and treatment guidelines online to inform local veterans of what to expect / or to stay informed if there is a problem.

VA consensus opinion tonight was to not do it... Baligh ultimately said patient perception is key to improving trust. While I agree that perception is important, I disagree with any opposition to publishing local policies and guidelines - it would help veterans not feel bullied by some clinicians and be more empowered.

Jake seemed like a great guy. My uncles would buy "road sodas" on our trips back to my parents' home, from Chicago to northern Wisconsin. The "soda" of choice was always Leinenkugels.

Talk soon,

Ben

From: Coy, Curtis, VBAVACO
To: [Wright, Vivieca \(Simpson\)](#); [Blackburn, Scott R.](#); [Frueh, Mike, VBAVACO](#); [Prince-Wheeler, Latriece R.](#)
Cc: [Leinenkugel, Jake](#); [Cloud, Rosye B., VBAVACO](#)
Subject: FW: [EXTERNAL] Guam Marine Base H-2B Issue
Date: Wednesday, May 31, 2017 12:47:41 PM

Scott/Vivieca et al,

As you can see from the email stream below

Jake was approached by Dave Wetmore, Immigration Advisor to DPC about an issue on Guam (BLUF – the Marines are moving from Okinawa to Guam, a huge construction project, requiring a good amount of H2B visas). The thought/discussion will be is there an opportunity to hire Veterans for some of this construction work. There is a meeting tomorrow at the WH @ 2 to discuss with VA and Labor. We have been asked for a one page paper on thoughts on how to spend the next 12 months creating a ‘campaign’ to hire Veterans ... continued service, learn new trades, etc.

Had a brief discussion w/Dave this am, will be putting together a paper today/tomorrow. Will provide you a copy in advance. Any pitfalls/issues I should avoid when putting this paper together.

V/R

Curt

Curtis L. Coy
Deputy Under Secretary for Economic Opportunity
Veterans Benefits Administration
U.S. Department of Veterans Affairs
1800 G Street, NW, Suite 510 - Mail Stop 20E
Washington, DC 20420
202/443-6080

(b) (6) [@va.gov](mailto:(b) (6)@va.gov)

VA Core Values: Integrity, Commitment, Advocacy, Respect, Excellence (“I CARE”)

From: Wetmore, David H. EOP/WHO [[mailto:\(b\) \(6\)@who.eop.gov](mailto:(b) (6)@who.eop.gov)]
Sent: Tuesday, May 30, 2017 5:43 PM
To: Coy, Curtis, VBAVACO; Leinenkugel, Jake
Subject: RE: [EXTERNAL] Guam Marine Base H-2B Issue

Hi Curt and Jake,

At the beginning of our meeting on Thursday, the plan is to have VA and DOL discuss potential hiring solutions for US/vet workers related to the Guam project, and then DPC will turn it over to DOD to react to those proposals. Your presentation does not have to be

anything elaborate, just an overview of the programs that VA can utilize to assist in vet hiring and building awareness of these job opportunities. We envision approximately ten minutes for VA and the same for DOL. If you have able to provide a one-pager with those points, that would be very helpful. Please do not hesitate to reach out with any questions.

Dave

DAVID H. WETMORE
Immigration Advisor
Domestic Policy Council
Executive Office of the President
W: (202) 456-4743
M: (b) (6)
(b) (6) @who.eop.gov

From: Leinenkugel, Jake [[mailto:\(b\) \(6\)@va.gov](mailto:(b) (6)@va.gov)]
Sent: Thursday, May 25, 2017 4:48 PM
To: Wetmore, David H. EOP/WHO <(b) (6)@who.eop.gov>
Cc: Coy, Curtis, VBAVACO <(b) (6)@va.gov>; Talento, Kathryn F. EOP/WHO <(b) (6)@who.eop.gov>
Subject: RE: [EXTERNAL] Guam Marine Base H-2B Issue

David: Believe right person would be Curtis Coy. Will forward email to him and request his contact info. Being a Marine, it makes sense to find way to connect with those skilled Marines looking for more adventure and maybe struggling with job opportunities after their active duty. Love the idea and plan. If Curtis or his team can't assist....I'm in.

V/R,

Jake Leinenkugel
Senior White House Advisor - VA

Sent with Good (>>>>www.good.com<<<<)

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

From: Wetmore, David H. EOP/WHO (b) (6)@who.eop.gov]
Sent: Thursday, May 25, 2017 03:46 PM Eastern Standard Time
To: Leinenkugel, Jake
Cc: Talento, Kathryn F. EOP/WHO; Zadrozny, John A. EOP/WHO; Bash, Zina G. EOP/WHO
Subject: [EXTERNAL] Guam Marine Base H-2B Issue

Hi Jake,

My DPC colleague, Kathy Talento, gave me your contact information. DPC is organizing a meeting next week with DOD and DOL to determine how we can inform veterans of job opportunities relating to the construction of the new Marines base on Guam. Currently, DOD's plan is to fill the vast majority of those jobs with foreign nationals using

H-2B visas. Given that the President has prioritized hiring American workers, DPC wants to make every effort to allow American workers, and veterans in particular, to fill those jobs. Would you be the right person to represent VA at that meeting? If not, could you pass along the contact information for the appropriate person at VA? We have not yet selected the date and time for the meeting next week.

All the best,

Dave Wetmore

DAVID H. WETMORE
Immigration Advisor
Domestic Policy Council
Executive Office of the President
W: (202) 456-4743
M: (b) (6)
(b) (6) [@who.eop.gov](mailto:(b) (6)@who.eop.gov)

From: [Blackburn, Scott R.](#)
To: [Leinenkugel, Jake](#)
Subject: Dan Gade - FYI from ethics
Date: Monday, November 06, 2017 11:37:00 AM

It seems like we are clear if Dan wants to come here for a bit. Would just need to work with Ethics on what he can and can't do. Also would need to find him champions so he is doing productive stuff.

Not Responsive

From: Amanda Burke
To: [Erwin, Mark T.](#); [Leinenkugel, Jake](#); [Blackburn, Scott R.](#); [Fureigh, Brandon](#)
Subject: [EXTERNAL] Re: On Behalf of Secretary Shulkin
Date: Monday, September 18, 2017 11:34:39 AM

Good Afternoon Gentlemen,

I just wanted to circle back around on this conversation and invite you all to serve with us and support our Hurricane Harvey response efforts.

We have a chartered flights, donated by American Airlines, departing Washington Reagan airport at 0900 on Saturday, September 23rd. Our flight is scheduled to land in Houston, but has the potential to get diverted to Florida to support our Irma response efforts. Our return flight is scheduled for Saturday, September 30th.

If you, or anyone on your team would like to join us in Houston (or potentially Florida) for the week, please let me know how many seats you need. I'll also need the passenger's full name and Date of Birth for the manifest. If anyone from your team would like to join us, please let me know by COB, Wednesday, September 20.

Thanks!

Amanda

Best,

Amanda Burke
Region III Administrator
[Team Rubicon USA](#)
O: 310.640.8787 x 123
C: (b) (6)

[Your Disaster Response Team](#)

[Twitter](#) | [Facebook](#) | [Medium](#)

Not Responsive

To: Erwin, Mark T.; Blackburn, Scott R.; (b) (6)@teamrubiconglobal.org; Jake Leinenkugel
Subject: RE: On Behalf of Secretary Shulkin

Looping in IDEPSEC and Jake as well.

Sir, you mentioned that you were also on emails regarding TR so I wanted to bring the five of us together. I am happy to stand down to avoid confusion. Please note I never heard back from Art – TR COO. Please let us know how we can support. Looks like we can and should be more proactive with Irma as well depending on the final path projections later this week, if TR is mobilizing there as well.

Brandon

Not Responsive

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

From: Fureigh, Brandon

Sent: Friday, September 01, 2017 10:27 AM Eastern Standard Time

To: (b) (6) @teamrubiconusa.org

Cc: Erwin, Mark T.; Jake Leinenkugel

Subject: On Behalf of Secretary Shulkin

Art,

My name is Brandon Fureigh and I work directly for Secretary Shulkin. VA has a number of employees who are looking for volunteer opportunities throughout the region affected by Hurricane Harvey.

We would like to explore the possibility of embedding a few of our employees with your teams on the ground, with a focus on medical providers. I know TR runs a tight ship and the last thing we would want is to compromise your operations, but we do feel our folks would be an asset. Do you have a few moments to speak about whether or not this is something we can make work?

Thanks so much.

Brandon

Brandon Fureigh

Expert Consultant for Modernization

Office of the Secretary

Department of Veterans Affairs

Office: [202-461-4820](tel:202-461-4820)

Cell: (b) (6)

Not Responsive