

**From:** David Bolhuis  
**Sent:** Tue, 11 Feb 2025 22:36:01 +0000  
**To:** Lamanna, Isabelle  
**Cc:** Woods, Andrea; Fulkerson, Jake  
**Subject:** [EXTERNAL] RE: POC for Sec Wright -- Thank you

Thank you Izzy – much appreciated! It will be coming directly from Jason Matheny ([jmatheny@rand.org](mailto:jmatheny@rand.org)).

Take care,  
David.

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**From:** Lamanna, Isabelle <[Isabelle.Lamanna@hq.doe.gov](mailto:Isabelle.Lamanna@hq.doe.gov)>  
**Sent:** Tuesday, February 11, 2025 2:32 PM  
**To:** David Bolhuis <[bolhuis@rand.org](mailto:bolhuis@rand.org)>  
**Cc:** Woods, Andrea <[andrea.woods@hq.doe.gov](mailto:andrea.woods@hq.doe.gov)>; Fulkerson, Jake <[jake.fulkerson@hq.doe.gov](mailto:jake.fulkerson@hq.doe.gov)>  
**Subject:** [EXT] RE: POC for Sec Wright -- Thank you

Hi David!

It is great to e-meet you! Please share the letter with me as well as Jake Fulkerson, copied here!

Jake can print it off and ensure the Secretary sees it.

Thank you and have a great evening.

Izzy

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**From:** David Bolhuis <[bolhuis@rand.org](mailto:bolhuis@rand.org)>  
**Sent:** Tuesday, February 11, 2025 2:40 PM  
**To:** Lamanna, Isabelle <[Isabelle.Lamanna@hq.doe.gov](mailto:Isabelle.Lamanna@hq.doe.gov)>  
**Cc:** Woods, Andrea <[andrea.woods@hq.doe.gov](mailto:andrea.woods@hq.doe.gov)>; David Bolhuis <[bolhuis@rand.org](mailto:bolhuis@rand.org)>  
**Subject:** [EXTERNAL] RE: POC for Sec Wright -- Thank you

Hello Andrea and thank you for your very kind assistance!

Hello Isabelle – Would you be the appropriate person to receive an email letter from Dr. Jason Matheny and forward it on to Secretary Wright? If not, would you mind assisting me with the proper person and email address?

Many thanks,  
David.

David Bolhuis  
Executive Assistant to Jason Matheny, President and CEO

RAND | 1776 Main Street, Santa Monica, CA 90401  
(b) (6) | Mobile: (b) (6)

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**From:** Woods, Andrea <[andrea.woods@hq.doe.gov](mailto:andrea.woods@hq.doe.gov)>  
**Sent:** Tuesday, February 11, 2025 8:40 AM  
**To:** David Bolhuis <[bolhuis@rand.org](mailto:bolhuis@rand.org)>; Lamanna, Isabelle <[Isabelle.Lamanna@hq.doe.gov](mailto:Isabelle.Lamanna@hq.doe.gov)>  
**Subject:** [EXT] RE: POC for Sec Wright -- Thank you

Hi David,

Looping you in with Isabelle Lamanna, who can help with this!

Thanks,  
Andrea

**Andrea Woods**  
Deputy Director, Office of Public Affairs  
U.S. Department of Energy  
(b) (6)

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**From:** David Bolhuis <[bolhuis@rand.org](mailto:bolhuis@rand.org)>  
**Sent:** Tuesday, February 11, 2025 10:15 AM  
**To:** DOE NEWS <[doenews@hq.doe.gov](mailto:doenews@hq.doe.gov)>  
**Cc:** David Bolhuis <[bolhuis@rand.org](mailto:bolhuis@rand.org)>  
**Subject:** [EXTERNAL] POC for Sec Wright -- Thank you

Hello! We are hoping to send a letter of congratulations from our President and CEO, Jason Matheny, to Sec Wright. Could you possibly assist me with the contact email for the appropriate POC within Sec Wright's office?

Thank you for your time and attention!  
David.

David Bolhuis  
Executive Assistant to Jason Matheny, President and CEO  
RAND | 1776 Main Street, Santa Monica, CA 90401  
(b) (6) | Mobile: (b) (6)

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**From:** Jason Matheny  
**Sent:** Wed, 12 Feb 2025 03:04:55 +0000  
**To:** Lamanna, Isabelle; Fulkerson, Jake  
**Cc:** David Bolhuis  
**Subject:** [EXTERNAL] Congratulations from RAND  
**Attachments:** RAND Ltr to Secretary Energy - Chris Wright.pdf

Attached and below please find a letter for Secretary Wright.

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February 11, 2025

The Honorable Chris Wright  
Secretary of Energy  
U.S. Department of Energy  
1000 Independence Avenue, SW  
Washington, DC 20585

Dear Secretary Wright,

On behalf of the employees and trustees of RAND, I would like to congratulate you on your confirmation as Secretary of the Department of Energy and offer you our assistance as you move forward with new policies, plans, and initiatives to ensure America's security and prosperity through energy solutions.

RAND has built a reputation for providing rigorous, independent analyses, helping policymakers not only identify and develop solutions but also support, guide, and evaluate their implementation. RAND's analysis of energy policy has blended methods in economics, forecasting, and decision-making with substantive research on the geopolitics of energy choices.

We would welcome the opportunity to share some of our latest findings with you. Recent analyses that we think will be of interest include the following:

- \* Examining the role of the energy sector in dominating competition with China
- \* Securing critical minerals needed to maintain robust and secure energy systems
- \* Meeting the power needs of rapidly expanding artificial intelligence technologies
- \* Ensuring energy security, resilience, and reliability in the face of the diversifying electricity grid
- \* Managing the import and export of energy technologies to maintain U.S. economic competitiveness
- \* Addressing the future of the strategic nuclear force in a multi-peer competitor deterrence landscape
- \* Prioritizing specific research and development within Advanced Research Project agencies

I would value the opportunity to meet with you virtually or in person to find out how we can be most helpful to you and your team as you begin your tenure. If we can provide specific studies, briefings, or other information, please feel free to contact me at (b) (6). We look forward to the opportunity to work with you on the energy issues facing our country.

Sincerely,

Jason Matheny  
President & CEO  
RAND

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JASON MATHENY  
PRESIDENT AND  
CHIEF EXECUTIVE OFFICER

1776 MAIN STREET  
P.O. BOX 2138  
SANTA MONICA, CA  
90407-2138

(b) (6)

February 11, 2025

The Honorable Chris Wright  
Secretary of Energy  
U.S. Department of Energy  
1000 Independence Avenue, SW  
Washington, DC 20585

Email: [isabelle.lamanna@hq.doe.gov](mailto:isabelle.lamanna@hq.doe.gov); [jake.fulkerson@hq.doe.gov](mailto:jake.fulkerson@hq.doe.gov)

Dear Secretary Wright,

On behalf of the employees and trustees of RAND, I would like to congratulate you on your confirmation as Secretary of the Department of Energy and offer you our assistance as you move forward with new policies, plans, and initiatives to ensure America's security and prosperity through energy solutions.

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We would welcome the opportunity to share some of our latest findings with you. Recent analyses that we think will be of interest include the following:

- Examining the role of the energy sector in dominating competition with China
- Securing critical minerals needed to maintain robust and secure energy systems
- Meeting the power needs of rapidly expanding artificial intelligence technologies
- Ensuring energy security, resilience, and reliability in the face of the diversifying electricity grid
- Managing the import and export of energy technologies to maintain U.S. economic competitiveness
- Addressing the future of the strategic nuclear force in a multi-peer competitor deterrence landscape
- Prioritizing specific research and development within Advanced Research Project agencies

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I would value the opportunity to meet with you virtually or in person to find out how we can be most helpful to you and your team as you begin your tenure. If we can provide specific studies, briefings, or other information, please feel free to contact me at (b) (6). We look forward to the opportunity to work with you on the energy issues facing our country.

Sincerely,

(b) (6)

Jason Matheny

**From:** Jimmy Goodrich (LTV)  
**Sent:** Fri, 28 Feb 2025 16:36:31 +0000  
**To:** Pruet, Jason Anthony; Fitzsimmons, Alexander; Bartlett, Dirk Allen  
**Cc:** Hebert, Ashley; Lamanna, Isabelle  
**Subject:** [EXTERNAL] RE: a briefing to DOE leadership ... on China and Jimmy of RAND

Thanks Jason and appreciate the connection to your main DOE colleagues.

Hi All – let me know if you'd like to connect. I would be happy to provide a briefing on PRC advanced tech and AI efforts. – I am based in DC and not traveling for the next few weeks.

Jimmy Goodrich  
Senior Advisor for Technology Analysis  
[jgoodrich@rand.org](mailto:jgoodrich@rand.org)  
M: (b) (6)

Schedule a meeting: <https://calendly.com/jimmygoodrich>

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**From:** Pruet, Jason Anthony <jpruet@lanl.gov>  
**Sent:** Thursday, February 27, 2025 9:49 PM  
**To:** Fitzsimmons, Alexander <alexander.fitzsimmons@hq.doe.gov>; Bartlett, Dirk Allen <dbartlett@lanl.gov>  
**Cc:** Hebert, Ashley <ashley.hebert@hq.doe.gov>; Lamanna, Isabelle <Isabelle.Lamanna@hq.doe.gov>; Jimmy Goodrich (LTV) <jgoodrich@rand.org>  
**Subject:** [EXT] a briefing to DOE leadership ... on China and Jimmy of RAND

Hi Alex and S1 team,

Thanks for helping to arrange the briefing for the Secretary and DOE leadership.

I'm writing to make the connection with Jimmy Goodrich. He is the analyst that who gives the briefing that Thom mentioned. He said he is glad to do this, and plus he lives out in DC so the scheduling might be easy.

Jason

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**From:** Fitzsimmons, Alexander <[alexander.fitzsimmons@hq.doe.gov](mailto:alexander.fitzsimmons@hq.doe.gov)>  
**Sent:** Thursday, February 27, 2025 5:00 AM  
**To:** Bartlett, Dirk Allen <[dbartlett@lanl.gov](mailto:dbartlett@lanl.gov)>; Pruet, Jason Anthony <[jpruet@lanl.gov](mailto:jpruet@lanl.gov)>; Mason, Thom <[masont@lanl.gov](mailto:masont@lanl.gov)>  
**Cc:** Hebert, Ashley <[ashley.hebert@hq.doe.gov](mailto:ashley.hebert@hq.doe.gov)>; Lamanna, Isabelle <[Isabelle.Lamanna@hq.doe.gov](mailto:Isabelle.Lamanna@hq.doe.gov)>  
**Subject:** [EXTERNAL] Re: Thank you!

Adding the S1 scheduling team. We're on travel through tomorrow, but will follow up when we can to arrange.

On the policy side, send us your list as soon as possible so we can discuss with S1.

Thanks for a great visit.

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