

# Kenneth J. Bray

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Honorable U. S. Senator Steve Daines:

By way of introduction, my name is Ken Bray. I retired three months ago after 27 years of service as a special agent with the U. S. Department of Justice, Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF). I served in the position of resident agent in charge (RAC), overseeing all criminal enforcement personnel and operations in Montana, for the past ten years (2007-2016).

During my tenure in Montana, I had the privilege of working in concert with then-First Assistant United States Attorney Kurt Alme (2007-2010). As you know, the relationship between a district's U. S. Attorney's Office (USAO) and the federal law enforcement agencies in that district are among the most crucial in the criminal justice system. During this time, I worked in continuous contact with First Assistant Kurt Alme.

In our respective roles, our efforts together ranged from a broad strategy on combatting violent crime in Montana, formulating and executing policy decisions with regard to prosecution guidelines, case file reviews of special agents and assistant U. S. attorneys, discussion of charging decisions on specific, unusual and complex criminal investigations, and addressing personnel issues of mutual concern.

I would like to pass on my observations of Kurt Alme during our time together with respect to three specific and important categories: 1) prosecution experience 2) law enforcement issues, and 3) management abilities.

**Prosecution Experience:** During my time working with Mr. Alme, Kurt enjoyed a well-deserved reputation as an aggressive, fair, honest, and effective advocate for the government and for victims of crime. Kurt was well-rounded in the kinds of cases that he pursued and the various roles he played in working these cases (case intake/evaluation, charging/indictment, pre-trial

briefs and hearings, trials, sentencings, supervised release revocation hearings, appellate briefs, appellate oral arguments). All parties involved in Kurt's work respected his effectiveness and honesty throughout the judicial process. In short, Kurt exhibited all the skills and abilities to prosecute cases in an effective manner.

**Law Enforcement Issues:** In my 27-year federal law enforcement career, I have seen very few professionals in the criminal justice system with the breadth of working knowledge of virtually all issues that face law enforcement. I was amazed watching how Kurt could gain a deep understanding of a specific law enforcement issue, actively engage those from partner organizations on the issue at hand, and implement a set of policies that effectively address the issue; with substantial "buy-in" from the affected partner organizations. Kurt's ability to both understand the issues and lead others in the implementation of a solution is among the best I have ever seen.

**Management Abilities:** Kurt is a leader. I have personally seen him lead both his organization as well as lead other partner organizations that are stakeholders in the criminal justice system. Leading a U. S. Attorney's office is difficult. In Montana, one needs to effectively manage both professional and support staff in four offices located hundreds of miles apart. One also needs to effectively enlist the support of well over a dozen federal law enforcement agencies in the district's mission, all without direct authority over those other agencies. I was amazed at the ability that I observed with regard to Kurt's leadership in both his office and in those offices who work directly with him. I found him to be compassionate, personable, and skillful in how he related to others. I observed him hold to account those whom he led in a way to ensure that his office's mission was accomplished. I found him to possess all the skills needed to be an extremely effective manager in an environment with many moving parts and strong personalities.

After having worked as a federal law enforcement supervisor in the District of Montana for a total of 13 years (2001-2004, 2007-2016), I have gained a deep understanding of the various missions and styles of the law enforcement agencies involved, the United States Attorney's Office's inner workings, the judiciary, and the defense bar. I have personally seen Kurt Alme interact with personnel from each of these offices. There is no doubt in my mind that, should Mr. Alme be given the opportunity to be appointed and confirmed as the U. S. Attorney for the District of Montana, he would be well received by those people and agencies that he would be leading. His reputation as a prosecutor, manager, and individual is above reproach. He is respected throughout all quarters of the criminal justice system in Montana. I am confident that he would serve honorably in this position and would be an effective advocate for the citizens of Montana.

I appreciate the opportunity to provide input into such an important matter. I know Kurt Alme well and highly recommend him for the position of United States Attorney, District of Montana. Please do not hesitate to contact me if I can be of further assistance.

Regards,

A handwritten signature in blue ink that reads "Ken Bray". The signature is written in a cursive, flowing style.

Kenneth J. Bray  
ATF Special Agent/Resident Agent in Charge (Montana) (Retired)