

LYNDA C. DAVIS, Ph.D.

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September 2008

PROFESSIONAL EXPERIENCE

DOD Lead for Reform of Case/Care Management for Wounded Ill and Injured

Department of Defense lead for the reform of case/care management for all wounded, ill, and injured service members and their families. Collaborated with the VA and other federal agencies, state and local governments, VSOs/VBOs, business, academia and non-profit organizations to enhance clinical and non-clinical services provided across the full continuum of care from in-patient recovery to community based reintegration. 2007-present

Deputy Assistant Secretary of the Navy

Responsible for policy and oversight of matters affecting Navy and Marine Corps active duty service members and families. Issues include recruiting and retention; training and education; active duty strength and compensation; health affairs and comprehensive casualty care; family support; morale, welfare and recreation; character, leadership development, and equal opportunity; intelligence and counter drug programs. 2006-present

Defense Advisory Committee on Women In the Services (DACOWITS) – Vice Chair

Vice Chair of the Committee that provides advice and recommendations on matters and policies relating to the recruitment and retention, education and training, treatment, employment, integration, and well-being of highly qualified personnel, especially women, in the Armed Forces. Committee members conduct extensive, first-hand focus groups with service personnel, family members, military installations and military community resources and make recommendations to the DoD. 2003 – 2006

Davis O'Connell, Inc. - President and CEO

Washington-based government relations firm providing technical consulting services to higher education institutions, school districts, municipalities, high technology firms and non-profit organizations in their work with the U.S. Congress, the White House and the federal departments and agencies. Areas of expertise: postsecondary education, economic development and workforce training, partnerships with business and industry, high technology applications to distance education. 1995 - 2006

International Capitol Partners – Managing Partner

International Capitol Partners, LLC (ICP), a service-disabled, veteran-owned small business (SDVOSB) provides strategic advice, consultation and professional, administrative and management support services to business, industry and governmental entities. Formed after September 11, 2001, the ICP leadership team has a national reputation for effectiveness and a recognized expertise in the detection, prevention and response to homeland security and homeland defense challenges. 2003 - 2006

Florida Business Associates (FBA, Inc.) - Principal

Government relations firm based in Washington, DC, providing consulting services to Florida municipalities, corporations, colleges and universities on issues before the federal government. Areas of expertise: economic development, education and job training, high technology and science policy. 1991-1995

State of Florida, Washington Office - Director

Washington representative, public policy and political advisor for Governor Martinez. Liaison for the State's executive and legislative branches to the U.S. Congress, the federal departments and agencies and trade associations on federal legislation and budgets affecting the State. Oversaw \$4 billion in federal domestic program grants and \$10 billion in defense procurement/contract funds. 1987-1990

Florida Department of Education - Federal Relations Representative

Liaison for Commissioner of Education to the U.S. Congress, the executive branch and trade associations on federal elementary and post secondary education and job training programs. Analyst for authorizing and appropriations bills. Writer and lecturer on education. 1983-1986 in house; 1995-present external consultant

U.S. Department of Education - Legislative Specialist and Congressional Liaison

Analyst for Assistant Secretary for Legislation on federal elementary and secondary education programs including legislation, budgeting and regulations. Point of contact for congressional, executive branch and public inquiries on OPE program operations. Executor of national post secondary survey and coordinator of regional public hearings for HEA reauthorization. 1982-1983

Office of Management and Budget - Education Branch Budget Examiner and Regulations Analyst

Analyst in Education Branch for federal elementary education programs (ESEA, Impact Aid). Liaison to USED budget office and author of relevant budget request materials for submission to Congress. 1980 and 1982 as PMI

United States Senate Appropriations Committee - Education Budget Specialist

Analyst for Chairman Hatfield on federal spending for education programs. Author of legislative and report language, senatorial statements and press releases. Determined budgetary impacts and made policy recommendations. 1982 as PMI.

United States Senate Budget Committee – Human Resources/Intergovernmental Specialist

Analyst for Chairman Domenici on federal human services legislation. Liaison to authorizing committees developing block grants. Author of legislative and report language, senatorial statements and press releases. Lecturer on state/federal relations and block grant implementation. 1980 and 1981 as PMI

University of Southern California - School of Public Administration, Lecturer and Intergovernmental Human Services Consultant

Chair of University/public sector Task Force on Human Services. Teacher of graduate student and professional public administrators. Coordinator of guest lecturer program. 1979-1980

University of Southern California - School of Medicine, Clinical Instructor

Author and instructor of national training program in behavioral sciences. Researcher in clinical studies program. Manager of grants and contracts from federal, state and local agencies. Supervisor of 50 training staff. 1977-1980

Los Angeles County Department of Mental Health - Continuing Education Administrator

Author, administrator and evaluator of community-based training programs for psychologists, social workers and nurses. Instructor of client classes in behavior modification and gang conciliation. Coordinator of training staff. 1977-1980

California State University at Northridge - Department of Psychology, Associate Instructor and Community Services Specialist

Teacher of undergraduate courses in Psychology. Supervisor of research projects. Consultant to community service agencies and schools. 1975-1976

Sepulveda Veterans Administration Hospital - Department of Social and Community Psychology, Clinical Supervisor and Staff Educator

Trainer and supervisor of professional and volunteer staff. Planner and coordinator of community after-care programs for patients. Researcher in national medical test trials. 1975-1976

Isla Vista Medical Clinic - Director of Clinical and Social Services

Administrator of treatment programs for alcohol and drug abuse. Trainer and supervisor of clinical and volunteer staff. Liaison to city and county agencies for patient follow-up. 1974-1975

EDUCATION

Doctor of Philosophy (Ph.D.) in Public Administration

University of Southern California, December 1982

Specialization in Intergovernmental Relations and Human Services Management

Masters of Public Administration

University of Southern California, June 1980

Masters of Arts in Community/Clinical Psychology

California State University at Northridge, July 1977

Specialization in Community Services Development and Evaluation Research

Bachelor of Arts in Developmental Psychology

University of Santa Barbara, June 1975

Specialization in Child Psychology and School Services Administration

Associate of Arts

Orange Coast College, June 1969

MILITARY SERVICE

United States Army Reserves, 1994 -1997

Attached to 0157 IMA DET U.S. Army Reserve

effective date 28 Sep 94

Florida Army National Guard, 1987-1994

Appointment as a Reserve Commissioned Officer of the Army

appointed 2LT on 25 June 88

appointed 53rd Sig Bde Public Affairs Representative AG, Info OFF

(AOC: 46A00) on 1 Jan 89

2LT ARNGUS date of rank 25 Jun 88

1LT ARNGUS date of rank 24 Jun 91

CPT ARNGUS date of rank 19 Aug 93

Commendations and Awards

USA Superior Unit Award

USA Distinguished Unit Citation

USA Meritorious Unit Citation

FLNG Florida Service Ribbon

FLNG Florida Commendation Medal

Certificate of Achievement, US Army Signal Center and Fort Gordon

SOBC-RC Class, Outstanding Physical Stamina Iron Man Award June 15, 1990

Served in Europe during REFORGER 90

Served in stateside mobilization of FL units during Desert Storm

Served in stateside support of RFPB activities during Bosnia

(subsequently made two voluntary trips to Bosnia as a civilian to work with transportation of humanitarian supplies by U.S. Army in Tuzula)

Guard Advisory Group Member, National Guard Association of the United States, 1990-1995

Reserve Officers Association, 1995-present

POLITICAL EXPERIENCE

Contributor:

RNC, RPOV, Bush/Cheney 2000 and 2004

Host Committee, Florida Victory 2000

Tampa 2000, 2001, 2002

Host Committee, Once American Dream/Many American Dreamers

Republican National Convention, July 2000

Host Committee, George W. Bush for President

Tampa and Jacksonville, 1999, 2000

Finance Team, Republican Party of Florida

Florida Victory Committee 1999, 2000, 2001, 2002

Transition Team Governor-elect Jeb Bush

Florida Washington Office, December 1998

Host Committee, Jeb Bush for Governor

Tampa 1998, 2002

Coalitions and Convention Volunteer

Bush/Cheney 2000

Dole/Kemp 1996 (Veterans)

Bush/Quayle 1992, 1988 (Veterans)

Reagan/Bush 1984

Speaker of the U.S. House of Representatives Task Force on Communications

Advisor to Speaker Gingrich's Task Force addressing domestic policy for the newly elected Republican majority. 1994 -1995

Republican Majority Transition Team of the U.S. House of Representatives

Advisor on domestic policy issues to key Team members. 1994 -1995

George Bush for President Campaign, 1988, 1992

Outreach, Research and Drug Policy Team Volunteer

Assistant to Campaign Co-Chair, Governor Bob Martinez

Rules Team Member, Republican National Convention

Coalitions Volunteer, Republican National Convention

The American Bicentennial Presidential Inaugural

Assistant to the Inaugural State Co-Chair, Governor Bob Martinez. 1989

Republican Party of Florida, Volunteer for Press Liaison, 1987-1989

Republican Women's Federal Forum Member, 1990

Great Falls Republican Women's Club, 1998 - present

NON-PROFIT SERVICE – highlights

INMED: Partnership for Children

Board Member, 2002 – present

National Council for Adoption

Board Member and Past Chair, 1998 – present

St. Patrick's Episcopal Church

Parishioner and Vestry Member, 1980 – present

PERSONAL/POLITICAL REFERENCES

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PROFESSIONAL HONORS

Presidential Management Intern (PMI), Assignments U.S. Department of Education, Office of Management and Budget and the U.S. Congress, 1980-1982

Appointee National Task Force on Education, American Psychological Association, 1975-1977

Intergovernmental Human Services Coordinator, American Society for Public Administration, 1980-1982

PROFESSIONAL PUBLICATIONS

Peterson, C.L., and Davis, L.C., "Training for and Consultation to Community Care Facilities." Creedmore Journal of Community Psychology

Stumphauzer, J.S., and Davis, L.C., "Training Asian American Mental Health Personnel in Behavior Modification." Journal of Community Psychology, 11(3), 253-258, 1983

Stumphauzer, J.S., and Davis, L.C., "Training Mexican American Mental Health Personnel in Behavioral Modification." Journal of Behavior and Experimental Psychiatry, 14(3), 215-217, 1983

Wolkon, G.H., Davis, L.C., and Staples, F.R., "Personality Changes and Compatibility in the Psychiatric Resident-Supervisor Relationship." Journal of Medical Education, 53, 59-63, 1978

Friedman, C.T., Yamamoto, J., Wolkon, G.H., and Davis, L.C., "Videotape Recording of Dynamic Psychotherapy: Supervisory Tool or Hindrance." American Journal of Psychiatry, 135(11), 1388-1391, 1978

Frank C DiGiovanni

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Skills:

Co-Lead of Joint Staff J-8's Joint Training Functional Capabilities Board (FCB) Working Group; extensive experience with Joint Capability Integration and Development System (JCIDS) and associated documents. Has written portions of an Initial Capabilities Document, and has analyzed the other follow-on capabilities documents. Has also reviewed and commented on the Chairman of the Joint Chiefs of Staff 3170 series Instructions governing the JCIDS process. Primary author of the Joint Training Functional Concept a JCIDS document that sets the strategic direction for joint training 8 - 20 years in the future. Has reviewed and contributed to several training policy documents to include DoD Directive 1322.18 "Military Training." Lead for Department wide training strategies for Urban Operations, Stability Operations, and Information Operations and supports the Interagency, Intergovernmental and Multinational training strategy. Lead for new Instrumentation Standards Framework and Policy for DoD military training. Comprehensive knowledge of DoD military training instrumentation, conceived ground breaking next generation instrumentation standard "Open Net-Centric Interoperability Standards for Training and Test" (ONISTT) key to joint force training and test system interoperability. Commanded 99 Range Support Squadron, supervised 110 personal (military and civilian) and 750 contractors. Was responsible for land and airspace management of 3.1 million acres and 12,000 sq miles of airspace making up the Nevada Test and Training Range (NTTR). Managed the NTTR's Major Range and Test Facility Base financial, acquisition, quality assurance, award fee and contract management process with an annual budget of \$65M. Served as the contract Functional Director (Contracting Officer's Technical Representative) for the omnibus operations and maintenance contract covering all 11 of Air Combat Command's Primary Training Ranges valued at \$54M annually. Extensive National Environmental Policy Act knowledge. Managed the legislative renewal of NTTR at the Air Staff, MAJCOM and unit levels. Won Air Combat Command's Airspace/Range Environmental Achievement Award for 1998 for ground breaking range residue clean up methodology. Commanded 4 Electronic Scoring Sites spread across 4 different states. Key task was to manage their use of the electromagnetic spectrum and work frequency deconfliction and federal frequency clearances. Thorough knowledge of the Planning, Programming, Budgeting and Execution System. Program Element Monitor at the major command and Air Staff levels. Served as Chief, Combat Air Forces Training Integrated Process Team in the Air Staff. Responsible for development, advocacy, distribution and execution oversight of \$4.7B, making up the entire United States Air Force's training modernization and

collective training operations and maintenance budgets covering procurement, research, development, test and evaluation and sustainment funding. Developed and provided advocacy for Program Objective Memorandum inputs for 6 different Future Years Defense Program (FYDP) POM exercises at the Air Staff, major command and unit levels. Developed the Resource Management Policy for the \$1.3B Training Transformation (T2) initiative and wrote the FY06-11 Program Plan for T2. Exhaustive experience coordinating with the Military Departments, the Joint Staff, the Combatant Commanders especially Joint Forces Command, the Executive and Legislative branches, the press, local governments and non-governmental advocacy groups. Has given training and environmental briefings to legislative staffers, members of congress and testified before Congress on the Range Readiness Preservation Initiative (Sustainable Ranges) in 2003 on a proposed law involving Integrated Natural Resource Management Plans. Developed concept of "Interdependent Test and Training Coalition" to further the Test/Training partnership. Defense Humanitarian Service Award "Operation Life Line" Islamabad, Pakistan, 2005

Experience:

May 2006 to PRESENT, Associate Director Military Training & Ranges, YA-03/343
Salary (b)(6) Office of the Secretary of Defense, 4000 Defense Pentagon, Wash
DC, 20301
Supervisor (b)(6)

Responsible for overseeing all military training and range sustainability programs for Department of Defense. His responsibilities include Co Working lead of the Joint Training Functional Capabilities Board Working Group, policy and oversight of all DoD Service Training Capability modernization, the \$1.7B Joint National Training Capability (JNTC), the Range Readiness Preservation Initiative and the Sustainable Ranges program. He also leads the development of JNTC's Functional Training Strategy studies (Asymmetric Warfare, Information Operations, Joint Urban Operations, Integrated Operations), and Live, Virtual and Constructive Standards development oversight. He analyzes Service programs & drafts policy for the Office of the Under Secretary of Defense for Personnel & Readiness. He coordinates with Joint Staff, Service, Combatant Command & advises Congress on all military training and range sustainability issues.
Supervisor (b)(6)

July 2003 – May 2006, Associate Director Joint Training,
Colonel (O-6), Salary--(b)(6) Office of the Deputy Under Secretary of Defense
(Readiness), 4000 Defense Pentagon Rm 1E537 Washington D.C. 20301

Responsible for overseeing all joint readiness training programs for Department of Defense. Researches and analyzes Service programs & drafts policy for the Office of the Under Secretary of Defense for Personnel & Readiness. Oversees Joint National Training Capability initiative valued at \$1.7 billion. Develops policy and oversees plans & programs to establish/sustain the Joint National Training Capability (JNTC). Member of

the Joint Training Functional Capabilities Board (FCB) and the Base Realignment and Closure (BRAC) Cross-Service, Ranges Subgroup. Coordinates with Joint Staff, Service, Combatant Command & advises Congress on all joint training issues

Supervisor: (b)(6)

November 1998 - July 2003, Chief/Dep Chief, Ranges, Airfields, & Airspace Operations Division, Colonel (O-6), 60 hrs/wk, Air Combat Command Directorate of Operations, HQ ACC/DOR, 114 Thompson St, Langley AFB, VA 23665

Led a 67 person Division at the Major Command level. He oversaw, developed and executed ranges and airspace access, Air Traffic Control and Airfield Management policy and training equipment requirements. He was the Command's focal point for all range and airspace related activity including operations, legal, environmental and public affairs. He was Functional Director for four contracts including the \$54M Primary Training Range Operations and Maintenance contract which covered all 11 Air Combat Command ranges. He was responsible for developing Command strategies for airspace and range access through negotiation with the Department of Interior, Native Americans, media and local/national elected officials. Chosen by the Air Force to testify before the House Resources Committee on Range and Readiness and Preservation Initiative. His testimony aided the passage of legislation modifying the Endangered Species Act. Led a SecAF-directed F/A-22 training study, developing a new business model that resolved F/A-22 air combat training instrumentation shortfalls. Authored the first ever-integrated air, space and information operations training concept of operation. On the equipment side, he wrote the requirement and fielded Air Combat Command's first-ever-global positioning system-based air combat training instrumentation system and put on contract the first new Air Force threat training system in 17 years. Stood-up two new ranges, one in New Mexico, supporting the German Air Force and a second in Texas, supporting the entire Air Force bomber fleet. Served as HQ ACC, Contingency Action Team Director, transmitted order directing deployment of 55 percent of ACC's aircraft tasked to support Operation IRAQI FREEDOM. Balkans Combined Air Operations Center, Vicenza Italy "Outstanding Performer" April 2001

Supervisor: (b)(6)

June 1997 - November 1998, Commander, 99 Range Support Squadron, Lt Col (O-5), 60 hrs/wk, 99 Operations Group (now 98th Range Wing), Building 200, at Nellis AFB Nevada 89191

Commanded a squadron comprised of six flights in Nevada and four geographically remote-located electronic scoring sites located in Colorado, Arkansas, Utah and South Dakota with 110 personnel assigned and 750 contractors. Manages 3.1 million acre Nevada Test and Training Range. Directs all activities relating to resource management, acquisition/contract management, quality assurance, logistics, civil engineering/environmental management, communications, and human resource management to sustain Nevada Test and Training Range (NTTR) and ESS operations.

Oversees annual Operations & Maintenance budget of \$65M and \$425M in threat systems. Functional Area Chief and Chairman, Configuration Control Board. Developed ground breaking, \$9.0M project to remove and recycle 104,000 tons (4 Titanic's) worth of range residue. Received the HQ Air Combat Command's Environmental Achievement Award 1998

Supervisor: (b)(6)

August 1995 - June 1997, Range Policy, Requirements and Programming

Officer, Major (O-4), 60 hrs/wk, Headquarters Air Force, Directorate of Operations & Training, The Pentagon, Washington DC Rewrote the Air Force's policy directive on Training and Test Ranges, was the Program Element Monitor for all Air Force modernization and range operation and maintenance funding. Air Staff lead for environmental impact statement for the expansion of German Air Force Tornado ops at Holloman AFB. Briefing DepSecDef and Congressional members/staffs. He Chief of Staff of the Air Force directed assessment of Total Force air-to-surface ranges.

Headquarters Air Force Directorate of Operations and Training--Action Officer of the Year--1996

Supervisor: (b)(6)

August 1992 - August 1995 , Combat Training Ranges Program Manager, Major (O-4), 60 hrs/wk, HQ Air Combat Command Directorate of Requirements, HQ ACC/DRS, Langley AFB, VA 23665

Manages the research, development, testing and acquisition of of range systems for the Combat Air Forces. Analyses current combat training range capabilities, them develops and coordinates detailed Mission Need Statements (MNS) and Operational Requirements Documents(ORD). Interprets stated range requirements for the acquisition commands and defense contractors. Represents operational users at the program development and contractor reviews. Evaluates alternative programs for cost and operational effectiveness. Reviews lab programs, determines applicability, and sets test criteria/reviews test plans. Represents the Combat Air Forces and the Air Education and Training Command with OSD, Air Staff, other Services, and industry. Life Member "Pi Alpha Alpha" the National Honor Society for Public Affairs and Administration Secretary of the Air Force/AQP Acquisition Team of the Quarter--1994

Supervisor: (b)(6)

Education:

Masters, Old Dominion (Norfolk Virginia), Public Administration, 1994
Bachelor of Science, University of Arizona, Civil Engineering, 1980

Specialized Training:

Air Command and Staff College (Joint)--1993 Course Grade Outstanding Graduate
Air War College (Joint)--2000 Overall Course Grade Outstanding Graduate
USAF Flight Safety & Mishap Investigation Course--1988
Environmental Risk Communication (Public Affairs)--1996
Environmental Impact Analysis Process--1996
Environmental Compliance for Commanders--1997
Air Combat Command Squadron Commander's Course--1997
Squadron Officer School--1983
Marine Command and Staff College--1984
Arizona State Board of Technical Registration--Engineer in Training—1980

USAF Aeronautical Ratings

Senior Pilot and Navigator
Flight Hours: 2063.2
Aircraft Flown: F-15, A-37 and B-52

Major Decorations

Defense Superior Service Medal
Defense Meritorious Service Medal
Meritorious Service Medal (4 OLC)
Air Force Commendation Medal (1 OLC)
Joint Service Achievement Medal (1 OLC)
Global War on Terrorism Expeditionary Medal
Global War on Terrorism Service Medal
Humanitarian Medal
Air Force Expeditionary Service Ribbon with Combat Zone Identifier
Air Force Organizational Excellence Medal (3 OLC)
Air Force Outstanding Unit Award (1 OLC)
Combat Readiness Medal (1 OLC)
Small Arms Expert Medal
National Defense Service Medal with star device
Air Force Overseas Long Tour Ribbon
Air Force Overseas Short Tour Ribbon
NATO Medal, Yugoslavia

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Lawrence T. Di Rita

ldirita@sen.com

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SUMMARY

- Senior Washington policy and political expertise
- Former career naval officer/Decorated veteran of *Desert Shield/Storm*
- Joint Chiefs arms control negotiator/Executive Assistant to General Officers
- Extensive publication record on defense/foreign policy issues
- Current Top Secret Clearance and Senate Senior Staff Financial Disclosure

EDUCATION

- 1987 M.A. Johns Hopkins School of Advanced International Studies
Economics; Area Studies (With Distinction)
- 1980 B.S. U.S. Naval Academy
Engineering; Economics (With Distinction)

PROFESSIONAL HISTORY

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| U.S. Senator Kay Bailey Hutchison
Chief of Staff/Legislative Director | April, 1996 - Present
Washington, D.C. |
| Phil Gramm for President
Policy and Issues Director | May, 1996 - March, 1996
Washington, D.C. |
| The Heritage Foundation
Deputy Director, Foreign Policy and Defense Studies | May, 1993 - May, 1993
Washington, D.C. |
| Joint Chiefs of Staff
Executive Assistant/Director for Int'l Negotiations | June, 1991 - May, 1993
Washington, D.C. |
| U.S. Guided Missile Cruiser USS Leyte Gulf
Combat Systems/Weapons Officer | August, 1988 - May, 1991
Mayport, FL |
| U.S. Aircraft Carrier USS Midway
Boilers Officer/Repair Officer | December, 1983 - July, 1985
Yokosuka, Japan |
| U.S. Frigate USS Kink | July, 1981 - July, 1983 |

PUBLICATION HISTORY

Numerous publications on defense, technology, national security, foreign policy, and economics for *Wall Street Journal*, *National Review*, *Washington Times*, *Naval Institute Proceedings*, *Christian Science Monitor* and elsewhere. Citations available upon request.

LANGUAGES

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Lawrence Di Rita

A decorated combat veteran of Operation Desert Shield/Desert Storm, Lawrence Di Rita served in several ships and shore assignments in his naval career, including as Combat Systems Officer in USS Leyte Gulf (CG 55) during the war. After his return to the United States from the Gulf, Mr. Di Rita served on the Joint Staff under General Colin Powell. He was a Joint Staff representative to the NATO-Warsaw Pact negotiation of the Conventional Forces in Europe (CFE) Treaty in Vienna, Austria. He also served as Executive Assistant to the Joint Staff Deputy Director for International Negotiations, an Air Force two-star general. In that capacity, Mr. Di Rita managed the global negotiations schedule and multi-million dollar budget for a staff of 75 military professionals.

The U.S. Naval Institute in 1993 recognized Mr. Di Rita for excellence for his study of the effectiveness of advanced naval technology during Desert Storm. Previous at-sea tours include a four-year assignment to Yokosuka, Japan, with service in USS Kirk (FF 1087) and USS Midway (CV 41), the nation's oldest aircraft carrier, as Boilers Officer. Among his numerous military awards and decorations, Mr. Di Rita was named 1984 Pacific Fleet Engineer of the Year.

An expert on U.S. and international security affairs, Mr. Di Rita left the navy to become Deputy Director of Foreign Policy and Defense Studies at the Heritage Foundation in Washington, D.C. He managed the foundation's research agenda for all matters regarding U.S. national security policy. Mr. Di Rita published frequently on issues pertaining to the U.S. armed services, including budget, force structure, and deployment policy. He also wrote and lectured on U.S. policy towards NATO, Russia, and the former Soviet Union/Warsaw Pact countries.

In 1995, Mr. Di Rita left Heritage to join the Phil Gramm for President campaign as the Issues and Policy Director. Assembling and coordinating task forces of dozens of volunteer professionals across the full array of national issues, Mr. Di Rita developed policy positions, conducted press briefings, and represented Senator Gramm in public appearances.

Since 1996, Mr. Di Rita has been Chief of Staff and, previously, Legislative Director to U.S. Senator Kay Bailey Hutchison, Republican of Texas. He is principal policy advisor to the Senator, specializing in foreign policy and national security matters. He is responsible for a staff of approximately 80, located in Washington D.C. and five in-state regional offices, overseeing the execution of the legislative agenda, communications, constituent service, and administration.

Originally from Detroit, Michigan, Mr. Di Rita graduated with distinction from the United States Naval Academy. He has two Master's degrees, with distinction, from the Johns Hopkins University of Advanced International Studies (SAIS) in Washington, D.C. He speaks conversational Spanish and German, and reads Russian. Married to Therese Shaheen, he lives with his wife and daughter in Potomac, Maryland.

Michael B. Donley

Office: Hicks & Associates, Inc.

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Home:

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EXPERTISE

Over 26 years of experience in the national security community, including service in the Senate, the White House, and the Pentagon. Involved in strategy and policymaking at the highest levels and a recognized expert in national security organization, planning, and budgeting.

BACKGROUND and MAJOR PROJECTS

Senior Vice President, Hicks & Associates, Inc. - 1996-Present

- Special Advisor, Defense Reform Commission, Bosnia-Herzegovina, for State Dept.
- "DoD Views on CSIS Proposals for Organizational Alignment" for OSD, DA&M
- "DoD Continuity of Operations: Organizing for Oversight in OSD" for OSD, DA&M
- "Developing the Unified Command Plan for Homeland Security" for Joint Staff J-5
- "Joint Concept Development and Experimentation Campaign Plan, FY02" for USJFCOM
- "Review of NATO Membership Action Plan" for Romanian Ministry of Defense
- Support to the National Defense Panel
- "Joint Requirements & Resource Processes" (2 parts) for Joint Staff J-8
- Support to Secretary Cohen's Task Force on Defense Reform
- "OSD: Creating a New Organization for a New Era" for the Deputy Secretary of Defense

Senior Fellow, Institute for Defense Analyses - 1993-1996

- Senior Consultant, Commission on Roles and Missions of the Armed Forces
- "Joint Staff Organizations, Functions and Manpower Review" for Director, Joint Staff
- "Top Four" Project for the Chairman, Joint Chiefs of Staff
- Advisor to State Department's Equip and Train Program for Bosnia-Herzegovina

Acting Secretary of the Air Force [7 months] - 1993

Assistant Secretary of the Air Force [Fin Mgmt & Comptroller] - 1989-93

- Responsible for all CFO functions, including budgeting, cost, and economic analysis

Deputy Executive Secretary, National Security Council - 1987-89

- Responsible for current Intelligence support to Natl Security Advisor and NSC staff
- Supervised the White House Situation Room and NSC C4 support
- Chaired interagency groups on Crisis Mgmt Procedures and Continuity of Government
- Delegate, US-Soviet "Hotline" Working Group

Director of Defense Programs, National Security Council - 1984-87

- Authored "Basic National Security Strategy" and other key Presidential directives
- NSC Representative, Defense Resources Board
- Responsible for President's quarterly meetings with the Joint Chiefs of Staff
- Conceived and organized the "Packard Commission" on Defense Management
- Coordinated White House policy on the Goldwater-Nichols DoD Reorganization Act

Professional Staff Member, Senate Armed Services Committee - 1981-84

- "Comptroller" for the full Committee and staff liaison to Senate Budget Committee
- Responsible for Preparedness Subcommittee, readiness, O&M accounts, munitions

Legislative Assistant, U.S. Senate - 1979-81

Editor, *National Security Record*, The Heritage Foundation - 1978-79

EDUCATION

B.A. and M.A., *Magna Cum Laude*, International Relations, University of Southern California
Program for Senior Executives in National Security, Harvard University
PhD Candidate, Georgetown University [current]

MILITARY SERVICE

U.S. Army, 1972-75: XVIIIth Abn Corps, 5th Special Forces Group (Abn)
Intelligence and Parachute Schools
Defense Language Institute (Spanish)

PUBLICATIONS

Controlled Distribution (Presidential Directives, late 1980s):
Basic National Security Strategy Interagency Procedures for Crisis
Defense Reorganization Management
Unified Command Plan Continuity of Government

Open Sources

"Rethinking the Interagency System" (Pt.1) H&AI Research Paper (Forthcoming March 2005)
"Reforming Bosnia-Herzegovina's Defense Institutions" *NATO Review*, December 2004.
(Co-author)
"Homeland Security: The Difference Between a Vision and a Wish" *Public Administration Review*, September 2002. (Co-author)
"Enhancing the USAF's Pacific Posture" *Armed Forces Journal International*, September 2002.
(Co-author)
"Reading Strategy Between the Lines" *ANSER Journal of Homeland Security* (on-line), August 2002.
"Why We Wait to Select a New Chairman" *Defense News* (on-line), September 2001.
"Should DoD Establish a Joint Budget?" H&AI Research Paper, June 2001.
"Toward a New Process for Joint Force Development" Background Paper for the National Defense Panel, October 2000.
"Global Reconnaissance-Strike" *Armed Forces Journal International*, June 2000. (Co-author)
"Rethinking US Combat Airpower Modernization" H&AI Research Paper, April 2000. (Co-author)
"U.S. Organization for High Command" Seminar for PFP Parliamentarians, George C. Marshall Center, July 1997.
"Inside the White House Situation Room," *Studies in Intelligence*, Fall 1996. (Co-author)
"Prospects for the Military Departments" *Joint Force Quarterly*, Autumn 1996.
"Progress Towards Jointness" H&AI Research Paper, June 1996.
"Problems of Defense Organization and Management" *Joint Force Quarterly*, Summer 1995.
"Thinking About FYDP Reform" Working Group Paper, 63d MORS Symposium, June 1995.
"Building a New Defense Consensus" *Joint Force Quarterly*, Autumn-Winter 1994-5.

Michael Donley

- Over 25 years of experience in the national security community, including service in the Senate, White House, and Pentagon.
- Recognized as an expert in national security organization, planning, and budgeting; involved in strategy and policy making at the highest levels.
- Extensive understanding of DoD policies and procedures.
- Focused on issues related to defense management, organization, and reform.
- In depth knowledge of the Goldwater-Nichols DoD Reorganization Act of 1986.
- Participant in DoD transitions (1980-81, 1992-93) and NSC transition (1988-89).
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Professional Experience

Hicks & Associates/SAIC

McLean, VA

Senior Vice President

1996–Present

- Led major studies on the future of the Office of the Secretary of Defense, the Joint Requirements Oversight Council, and the Unified Command Plan.
- Special Advisor to international Defense Reform Commission in Bosnia-Herzegovina.
- Recently assisted OSD's Director, Administration and Management in consolidating and assessing DoD views on organizational realignments proposed by CSIS and others, and in identifying key DoD organization and management issues for CY05.
- During 2003, served as informal advisor to OSD on PPBS reform and participated in the Beyond Goldwater-Nichols project sponsored by CSIS.
- During 2002, assisted corporate clients in understanding the missions and organizational relationships among the new Department of Homeland Security, DoD, and USNORTHCOM, and in developing operational concepts and adapting defense technologies for homeland security markets.
- Led a team tasked by USJFCOM (J-9) to assist in preparation of its Joint Concept Development and Experimentation Campaign Plan for FY02, a high-profile publication central to DoD's agenda for joint transformation.

Institute for Defense Analysis

Alexandria, VA

Senior Fellow

1993–1996

- Served as senior consultant to the Commission on Roles and Missions of the Armed Forces, and participated in studies on the organization of the Joint Staff.
- Advised the Department of State on the establishment of a new Ministry of Defense in the Federation of Bosnia-Herzegovina.

U.S. Air Force

Washington, DC

Acting Secretary of the Air Force

1993

- Assistant Secretary of the Air Force (Financial Management and Comptroller) 1989–1993.
- Managed all CFO functions including budgeting, cost, and economic analysis.

Education

Candidate for Ph.D., Government, Georgetown University, Current

Program for Senior Executives in National Security, Harvard University, 1986

M.A. and B.A., International Relations, University of Southern California, 1978 and 1977