

Suzanne D. Patrick

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SKILLS SUMMARY

- U.S. and Foreign Weapons Systems Acquisition and Budgeting
- Corporate and Financial Structure of U.S. Defense Industry
- U.S. Naval Forces Operational Employment and Training
- NATO Defense Policy and Czech, Hungarian, and Polish Membership
- Stock Markets in the United States and Eastern Europe
 - Intelligence and Threat Assessment
- Foreign Military Sales Program Management
- Export Licensing, Technology Transfer Policy

PROFESSIONAL EXPERIENCE

U.S. Navy (June 1999-present)

Commander, U.S. Naval Reserve. Designed and implemented high-priority analytical tool to forecast weapons system costs and associated defense and national budgets of potential foreign adversaries. This method entails modeling and forecasting labor and material costs, production efficiency, foreign weapons costs, and indigenous acquisition procedures to assess the likelihood and delivery schedule of foreign threat weapons. This forecast involves all source intelligence inputs, as well as the structuring and managing of a government contract to develop the supporting data base. Systems modeled include foreign conventional and strategic submarines, aircraft carriers, and carrier-based aircraft. Key positions held (1984-present): Assistant Naval Attache Beijing, Warsaw; Senior Defense Economics Analyst for the Director of Naval Intelligence; Red Team Member, Strategic Systems Wargame X, Assistant Operations Officer for multiple joint-service prisoner-of-war interrogation exercises in the United States and Germany.

Arnhold and S. Bleichroeder, Inc. (June 1993 -June 1999)

June 1997 - June 1999: Portfolio Manager, New Poland Eagle. \$80 million fund to invest in all equities associated with Poland's mass privatization National Investment Fund.

June 1993 - June 1997: Senior Analyst, Central Europe. Sell-side analyst with weekly coverage of Bratislava, Budapest, Prague, and Warsaw Stock Exchanges. Published company research on Bratislava and Warsaw-listed manufacturing companies as well as macro-economic analyses of Russian capital markets. Notable investment recommendations: ranked Poland first among Visegrad emerging markets beginning December 1990; recommended Slovak equities ahead of Czech equities in 1994 and by 1995 recommended neither; increasingly negative on Russian capital markets beginning in January 1994.

Creditanstalt International Advisers, Inc. (June 1991- June 1993)

Director, Central European Research. Designed and produced the Central European investment research product line, consisting of weekly investment updates on performance of the Budapest and Warsaw Stock Exchanges as well as on Central European and Russian investment issues; comprehensive research reports on companies listed on the Budapest and Warsaw Stock Exchanges, and strategy/sector analyses of significant investment issues. This involved the coordination of a multi-lingual team of analysts located in New York, Vienna, Budapest, Prague, and Warsaw, as well as travel in the region averaging two weeks every month to meet with listed companies and government officials.

Suzanne D. Patrick & Company (June 1990 - June 1991)

President, Suzanne D. Patrick & Company, an equity investment research firm founded to provide coverage of the Central and East European emerging markets. The development of this research product entailed over fifty trips to the region and the establishment of close working relationships with the management of over sixty companies and key ministry officials in the Czech Republic, Hungary, Poland, the Slovak Republic, and Russia. Coverage included the garment manufacturing, construction, brewery and crystal sectors, among others. Also conducted comprehensive studies of the Czechoslovakian and Hungarian defense industries, with particular emphasis on research and technology capabilities. Contract resulted in the proposal of 25 cooperative R&D programs to be conducted between United Technologies and Hungarian research institutions in the field of science and engineering.

Sanford C. Bernstein & Co., Inc. (June 1987 - June 1990)

Senior Aerospace Analyst. Provided sell-side investment research product on the aerospace industry to major U.S. institutional investors as well as to the in-house Investment Policy Group. The original earnings forecasts on companies in the aerospace industry contributed to the firm having meaningful positions in these companies both in terms of the overall Sanford Bernstein portfolio as well as representing as much as five

CREDENTIALS

Registered Representative, New York Stock Exchange, NASD
Commissioned Officer, U.S. Naval Reserve

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MEDIA/PRINT COVERAGE

Protector (Polish Brokerage Journal),
Cover Story in Polish and English Editions
(November 1997/January 1998)
Central European (December 13, 1997)
The Wall Street Transcript (October 1992/March 1995/December 1997)
Business Week (January 23, 1995)
The Wall Street Journal (November, 1994)
Neue Züricher Zeitung (June, 1994)
Emerging Markets by Margaret Price (McGraw-Hill, New York, 1993)
The New York Times (December 25, 1993)
Business Central Europe (July 9, 1993; September 10, 1993)
International Broker London (November 19, 1992)
The Wall Street Journal (International Edition, October 27, 1992)
Extensive Coverage in Polish Print and Television Media

KEY SPEAKING ENGAGEMENTS

Various Government Conferences, Washington, D.C.: "Chinese Defense Spending Post-Kosovo" (October 1999)
Business Central Europe Brokerage Conference, Key Panelist (October 1996, 1997)
Bank Austria Central Europe Brokerage Conference, Key Panelist (March 1995)
The International Affairs Forum (Paris, France): "Russia's Lost Empire: The View from Moscow" (September 25, 1995)
Institute for EastWest Studies, "Investing in Central and Eastern Europe: Boom or Bust?" (February 16, 1995)
Bratislava Stock Exchange, International Inaugural Keynote Speaker (September 23, 1994)
Polish Securities Commission, Third Anniversary Keynote Speaker (June 6, 1994)
Conducted Extensive Professional Training for Capital Markets Professionals Throughout Central Europe

References available upon request.

JACK David Patterson

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Senior Executive Profile

Consummate Business Executive with extensive experience driving profitable growth in challenging, competitive and volatile domestic and international customer markets. Strong leadership, communication, negotiation, creative and analytical skills. Decisive, solution-focused and result-oriented. Combines cross-functional expertise in:

- ◆ Business Development Planning and Implementation
- ◆ Strategic Business Planning
- ◆ Proposal Writing
- ◆ Government Acquisition Policy and Execution
- ◆ Business Plan Development & Documentation
- ◆ Revenue & Profit Growth
- ◆ Workforce Coalition Management
- ◆ Management & Financial Reporting
- ◆ Start-Up & Turnaround
- ◆ Policy & Procedure Analysis & Development
- ◆ Defense Department PPBS
- ◆ Profit /Loss Management
- ◆ Budget Development, Management & Analysis
- ◆ Business/Operation Management
- ◆ Partnerships & Alliances
- ◆ Corporate Development

Professional Experience

Butcher, Hutchins, Kohler and Patterson, Inc.
Founding Senior Partner – Commercial Practice

Directs the development of firm's commercial practice, providing strategy-based, structured and disciplined business-capture management solutions that capitalize on clients' corporate culture to achieve greater profitability and company business objectives.

Steven Meyers and Associates
Vice President – Joint Strike Fighter Support

1999 to 2002

- ◆ Led the development, management and implementation of a winning proposal and business development strategy that resulted in Lockheed Martin Aeronautics Company winning the Joint Strike Fighter competition, the largest defense contract in history.
- ◆ Created and implemented the use by a large aerospace company of a "confidence curve" business development tool that tied level of confidence in doing right things right to a hierarchy of milestones that were necessary for an eventual win in a multi-billion dollar defense procurement competition. Managed the use of the tool, which resulted in greater focus on the accumulation of the most relevant and important activities and minimized the influence of single, random events.
- ◆ Led business development team that created a strategy-to-value matrix tool that established the effectiveness of bid and proposal activities relative to the requirements of the competition and customer desires. The results were a more cost effective, efficient expenditure of bid and proposal funds. Only those activities that contributed most to winning a bid were funded, saving several million dollars.

The Boeing Company
Director, International Business Development

1993 to 1999

- ◆ Developed the win strategy and led a successful campaign team to rescue a troubled, multi-billion dollar aerospace program. Analyzed and evaluated competitive situation; then organized those who would be hurt if we failed and those who would be helped if we were successful and turned those folks into

The Boeing Company – continued

champions and enthusiastic, highly vocal advocates for program success. We won the day and over \$16 billion in additional aircraft orders.

- ◆ Managed and supervised aerospace workforce coalition efforts to support multi-billion dollar aerospace contract in Congress and the Department of Defense.
- ◆ Initiated and led an innovative corporate business development enterprise to develop, design and introduce a commercial version of the C-17 (BC-17X), tailored to the commercial outsize air cargo market; a \$4.25 billion eight-year aircraft sales market. Developed an analytical methodology for describing heavy, outsize air cargo market; no empirical data existed prior.
- ◆ Led team that developed the underpinning strategy and prepared the text of an unsolicited proposal that was the basis for the first international procurement of the C-17 worth over \$1.8 billion.
- ◆ Organized my staff, described their challenge and directed their efforts to write nineteen congressional floor speeches advocating funding for the C-17 Program. The House of Representatives floor vote was 333 to 110 in favor of funding the C-17 Program.
- ◆ Prepared and presented the win strategy building process that established the business development contribution to the C-17 Program winning the 1999 Malcolm Baldrige award.
- ◆ Created the first C-17 "Opportunity Briefing" that evaluated The Boeing Company's capability to meet budget, facilities and work force demands for marketing additional C-17s domestically and internationally. Established through the briefing the competition and market savvy that resulted in Boeing selling 60 additional C-17s to the United States Air Force worth more than \$10 billion in revenue.

United States Air Force

1971 to 1993

Operational Command and Staff Responsibilities: Career Highlights

- ◆ Directed and managed a team dispatched by the Department of Defense Inspector General to evaluate the benefits of preserving the Bermuda Naval facility. The evaluation and report were selected competitively as the Department of Defense Inspector General Report of the Year for 1993.
- ◆ Planned and executed the humanitarian airlift of 8,400 refugees from Safwan, Iraq to Rafha, Saudi Arabia.
- ◆ Conducted and published research regarding future requirements for airlift aircraft and commercial newsgathering applications for remote sensing satellite technology as American Enterprise Institute Fellow. Was a contributing editor for Regulation Magazine.

Other Activities and Associations

Airlift/Tanker Association

1981 to Present

- ◆ Annual A/TA Convention manager, responsible for \$500 thousand convention budget and event planning.

Education

Master of Arts – Chapman College
Bachelor of Arts – Bethel College



Jack D. (Dave) Patterson

Mr. Dave Patterson, currently serves as a Senior Executive Research Fellow at the University of Tennessee, and has been appointed to lead the Defense Acquisition Performance Assessment Project, a comprehensive evaluation of every aspect of the Defense Department acquisition system and decision making processes. The results of this effort will be recommendations for improving the Department's approach to acquiring weapon systems and a detailed implementation plan.

From August 2003 to June 2005, Mr. Patterson held duties as The Special Assistant to the Deputy Secretary of Defense. In the capacity as Special Assistant, Mr. Patterson was responsible for managing the Deputy Secretary of Defense's personal staff as well as providing direction and advice to the Office of the Secretary of Defense Staff on a wide range of national security operations and policy subjects. He contributed to the Department of Defense support to the United States' mission to establish free and economically successful societies and governments in Iraq and Afghanistan. Additionally, Mr. Patterson supported the Deputy Secretary in managing and directing Department of Defense decision making in the areas of military commissions for detainees in the Global War on Terrorism and major defense acquisition programs.

Before returning to government service, Mr. Patterson was a founding and managing partner at Bucher, Hutchins, Kohler and Patterson, Inc. where he led the firm's commercial consulting practice developing management strategies for acquiring new business. From 1999 to 2001, he was the Vice President and Site Manager for Steven Myers and Associates' support to Lockheed Martin Corporation's winning Joint Strike Fighter competitive proposal preparation.

Between 1993 and 1999, Mr. Patterson held a variety of responsible, executive positions at McDonnell Douglas Corporation (later The Boeing Company) beginning as the Senior Manager for Market Research and Analysis on the C-17 military air cargo aircraft and later as Director, International Business Development. He was responsible for developing and executing the business capture strategy that won U. S. Government Defense Acquisition Board approval to procure 80 additional C-17s completing the first contract for 120 aircraft. Mr. Patterson led the Boeing business development team that launched the initiative to introduce a commercial version of the C-17; the BC-17.

Mr. Patterson served in the Air Force from 1970 to 1993 retiring in the rank of colonel. During that time, he held responsible leadership and management positions with assignments at the air wing level as a C-5A aircraft commander and Deputy Operations Group Commander, at major command headquarters, Headquarters, U.S. Air Force, the Office of the Chairman, Joint Chiefs of Staff and the Office of the Secretary of Defense, Inspector General. In 1986, Mr. Patterson was the Air Force Fellow at the American Enterprise Institute. He served in Vietnam flying O2As as forward air controller.

Resume of Accomplishments **Ms. Sue C. Payton**

Ms. Payton has demonstrated an excellent ability to solve the combatant commanders' problems and needs through the insertion of mature technologies. She has made exceptional technical, managerial and leadership contributions to the mission of the office and to the defense of the nation since her appointment as the Deputy Under Secretary of Defense for Advanced Systems and Concepts.

The Advanced Concept Technology Demonstration (ACTD) program is the premier Department of Defense method for rapidly demonstrating and transitioning mature technologies to solve compelling military needs in a cost-effective manner. Ms. Payton has expertly led this important transformational program through initiation of high leverage joint efforts by the acquisition and operational (warfighter) communities within DoD. In her role as DUSD, Ms. Payton has provided key leadership by initiating, managing or substantially contributing 85 ongoing ACTDs to date worth over \$4 Billion. Products and capabilities from 30 different ACTDs have been employed in Operations ENDURING FREEDOM and NOBLE EAGLE. Capabilities from three ACTDs have been employed in Operation ALLIED FORCE and three other programs are contributing immensely to efforts in support of U. S. Forces in Korea. Ms. Payton has successfully brought new technological areas and disparate organizations into the common goal of rapidly supporting the warfighter.

Ms. Payton also demonstrated exceptional leadership and superior knowledge in creating ACTDs for FY03. Sixteen new ACTDs have been selected as new programs and validated by the Joint requirements Oversight Council (JROC). Among these are the High Altitude Airship (HAA) which is long dwell, large payload UAV and the Military GPS Augmentation System (MGAS) which will provide increased accuracy, better anti-jam capability and improved navigation messaging for GPS users in the Eastern Hemisphere. Immediately after 9-11, Ms. Payton worked with the J-39, OUSD(P), OASD(C3I), Secret Service, CIA, Military Services, Combatant Commands, and other DoD agencies to respond to the need for critical new capabilities in support of the global war on terrorism. These endeavors have resulted in new capabilities in the realms of counter-terrorism, countermeasures to weapons of mass destruction, and improved command and control.

In an effort to strengthen the vigor and focus of the ACTD program, Ms. Payton initiated a two-level review of the demonstration projects. In the first level review, an in-depth review was conducted of the ACTD program management documentation (funding records, Implementation Plan, Management Plan including interoperability and transition provisions, and Military Assessments of Utility). This review process was completed by the end of March, and will be repeated on a periodic basis to keep a finger on the pulse of the program. In a complementing effort, Ms. Payton asked three external experts to review selected ACTDs to confirm technical appropriateness, operational relevance and process effectiveness. The combination of these two reviews helped strengthen the ACTD process. In a related effort, Ms. Payton led the review of the structure and content of Military Utility Assessments to ensure that transition issues are adequately addressed.

Ms. Payton has demonstrated exemplary leadership of the Office of the Deputy Under Secretary of Defense for Advanced Systems & Concepts. The continued success of the ACTD program and the embracement of this program by the new administration attest to her capabilities. Her ability to garner coalition participation in the ACTD program has been evident by the increase in the number of ACTDs and programs our coalition allies are interested in participating. She has also demonstrated superior leadership by initiating and providing oversight for the Office of Technology Transition (OTT) and the Foreign Comparative Test (FCT). Ms. Payton has been instrumental in identifying commercial technologies that can be adapted for use in military systems. Under her guidance new initiatives to leverage commercial technology have been instituted to reduce development time and cost in addressing the warfighters' urgent needs.

As DUSD(AS&C), Ms. Payton has led a strong effort to promote ACTDs and their products. She has addressed various groups and Congressional Staff on ACTD, OTT, and FCT program matters and continues to be a strong leader and advocate for streamlining the technology transfer process to the warfighter. Ms. Payton addresses and briefs the media regularly on ACTD selections and the status of technologies to support the warfighter. She also has provided timely inputs to the Defense Technology Objectives (DTO), the monthly ACTD milestones, the annual Budget Estimate Submission (BES). Under her strong stewardship, the successes of exceeding the goals of USD(AT&L) have been heralded and she continues to overcome the impedance of bureaucracy. The accolades given to Ms. Payton and constant demands for her advice and participation attest to the effectiveness of her leadership.

BIOGRAPHY FOR PAUL F. PISCOPO

Mr. Paul F. Piscopo is the Staff Specialist for Aircraft Systems in the Office of the Deputy Under Secretary of Defense (Science & Technology)/Weapons Systems [ODUSD(S&T)/WS] at the Pentagon. In this position, he is responsible for overseeing and guiding Department of Defense (DoD) S&T activities and investments in fixed wing vehicles; rotary wing vehicles; airbreathing propulsion; high speed propulsion and fuels; aircraft power; and ozone-depleting-substance (ODS) alternatives for fire and explosion suppression.

From July 1993 through December 1998, Mr. Piscopo served as the Staff Specialist for Aerospace Propulsion and Vehicles in the Office of the Director, Defense Research and Engineering/Platform and Materials Technology (ODDR&E/PMT). In this position, he was responsible for assisting in the oversight of DoD S&T activities in air and space vehicles; aircraft, missile, and rocket propulsion; aircraft and spacecraft power; aircraft fuels; and ODS alternatives.

From July 1992 to July 1993, Mr. Piscopo served as the Propulsion Technology Manager (AIR-536T) in the Propulsion and Power Division of Naval Air Systems Command (NAVAIR), Washington, DC. In this capacity, he managed the Navy's Propulsion Technology Demonstrator Programs, directed advanced propulsion system concepts studies, coordinated the interaction of the Navy's propulsion technology programs into a comprehensive investment strategy, and oversaw industry IR&D and Small Business Innovative Research programs. As Propulsion Technology Manager, Mr. Piscopo was a member of the Division's Executive Board and sat as the NAVAIR representative to the DoD Integrated High Performance Turbine Engine Technology (IHPTET) Steering Group. In addition, from March 1993 to July 1993, Mr. Piscopo was dual-hatted as the Manager, Science and Technology Department (PE3) at the Naval Air Warfare Center/Aircraft Division-Trenton, where he supervised an 85-person group of scientists and engineers.

From October 1990 through July 1992, Mr. Piscopo served on a developmental assignment as a Staff Specialist in the Office of the Director of Defense Research and Engineering (Science and Technology/Engineering Technology). In this position, he was responsible for overseeing DoD's research and technology activities in airbreathing propulsion and ozone-depleting-chemical alternatives for fire/explosion suppression. While at the Pentagon, he also concurrently served as a Staff Specialist in the Office of the Director, Test and Evaluation (Test Facilities and Resources) where he was responsible for overseeing Hypersonic Test Investment Planning and the environmental-related activities of the Major Range and Test Facility Base (MRTFB).

Before coming to Washington in 1990, Mr. Piscopo worked at the Naval Air Propulsion Center (NAPC) in Trenton, NJ, where he had been employed since 1966. Mr. Piscopo held a wide variety of propulsion-related technical and managerial positions at Trenton, including Staff Assistant to the Technical Director; command-wide Total Quality Management (TQM) Coordinator; Manager, Demonstrator Engine Programs; Manager, Preliminary Engine Design; Lubricants Program Manager; Project Engineer for engine diagnostics and aircraft survivability; and test engineer. He served on both the Executive Board and the Strategic Planning Board at NAPC.

Mr. Piscopo is an Associate Fellow in the American Institute of Aeronautics and Astronautics (AIAA), and served as the AIAA Deputy Director for Propulsion from 1987 to 1993. He is also a member of the American Defense Preparedness Association (ADPA), the International Test and Evaluation Association (ITEA), and the Interagency Advanced Power Group (IAPG). He holds a Bachelors Degree in Aerospace Engineering from the University of Pittsburgh (1969).

Professional Staff Member
Committee on Armed Services
U.S. House of Representatives
Washington, D.C.

1987 – 1994

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Responsible for intelligence, defense policy, acquisition policy, counter-drug, defense organization and general investigative activities of the committee. Lead writer of committee's after-action report on Operation Desert Storm.

Senior Legislative Assistant
U.S. Rep. Larry J. Hopkins
Washington, D.C.

1986 – 1987

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Responsible for all national security and foreign policy issues in Congressional office.

District Manager
U.S. Rep. Larry J. Hopkins
Lexington, KY

1983 – 1986

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Managed Congressional district office operation. Served as principal liaison for Congressman with local, county and state government and political organizations.

EDUCATION

B.A. Political Science – International Relations
University of Kentucky

PERSONAL

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Robert Rangel

Present Position: Staff Director, HASC

Robert Rangel assumed the post of Staff Director for the House Armed Services Committee in March 2000. Prior to assuming this leadership role, he served as the Deputy Staff Director h. Rangel has served on the HASC staff since 1987 and has served as Deputy Staff Director since 1995.