

Senior Executive Core Qualifications (ECQ)

Introduction:

I believe that five unique and challenging positions over the past 26 years, supported by my education, training, and professional experience, testify to my ECQ: Deputy Commander, U.S. VII Corps Artillery (1982-1985); Commander/Director, Fire Support Armaments Center, U.S. Army Armaments Research, Development, and Engineering Center (1986-1988); Chief, Fire Support Division, Headquarters, Department of the Army (1988-1990); Professional Staff Member, Committee on the Armed Services, U.S. House of Representatives (1990-2005); and Special Assistant to the Secretary of Defense (Chemical Biological Defense and Chemical Demilitarization Programs) (SA(CBD&CDP)) (2005-2008). I will focus my discussion on my experience as Special Assistant, but will use elements of my experience in the other positions to provide additional information.

ECO 1 - Leading Change:

The Chemical Biological Defense Program (CBDP) and the Chemical Demilitarization Program (CDP) are two of the most complex and challenging programs in the Department of Defense (DOD), with an annual budget for each of more than \$1.5 billion and many technically and politically challenging issues. In the past three years the level of activity in the CBDP and the CDP has intensified as a result of enhancements in the CBDP, increased emphasis on homeland defense against biological threats, significant management issues in the Transformational Medical Technical Initiative (TMTI) and a congressional mandate to accelerate and complete destruction of the US chemical weapons stockpile by 2017. All of these have required decisive executive leadership and attention of the very highest order.

TMTI: As SA(CBD&CDP) I have led the development and execution of a program strategy for a balanced, capability-based chemical, biological, and radiological defense program that meets the requirements of the National Military and Homeland Defense Strategies and the needs of the Combatant Commanders to protect the warfighter against the most important near-, mid-, and far-term weapons of mass destruction (WMD) threats. Under my oversight, coordination, and integration, the program has initiated and guided innovative, transformational programs to deliver new, highly effective countermeasures against current and emerging WMD threats. One of these is the TMTI program, which is closely coordinated with the Department of Health and Human Services and is strongly supported by the Administration.

The FY2006 Quadrennial Defense Review and Program Decision Memorandum III (PDM III), which followed, established the requirement for the Transformational Medical Technology Initiative (TMTI): a five-year, \$1.5 billion program to develop broad-spectrum medical countermeasures against bioengineered and naturally occurring biological threats. The technologies and capabilities being developed in the TMTI program are of critical importance to the defense of the United States and its deployed armed forces against advanced or new biological threats, and would also provide a new paradigm for the treatment of infectious diseases in the civilian medical community.

Initiation of the program was a controversial issue during the development of the FY2007 President's Budget Request, because of disagreements among elements of the Office of the Secretary of Defense (OSD) staff and the Military Departments over funding sources and program content. After assuming my duties as Special Assistant in January 2006, I personally directed completion of the TMTI strategic plan in accordance with the PDM III guidelines, coordination and integration of the

implementing plan with the OSD Staff, and successfully defended the program during the development of the Fiscal Year 2008 - 2013 Program Objectives Memorandum and the FY2007 President's Budget Request. The Deputy Secretary of Defense approved the plan in December 2006. I established guidelines for, and supervised the completion of draft implementation and management plans, establishment of the joint TMTI program office by the Joint Science and Technology Office and the Joint Program Executive Office, and development of a program business plan with measurable performance metrics. Under my direction an oversight process was established in which TMTI program performance is measured objectively in monthly reports and a quarterly Overarching Integrated Project Team (OIPT), and the resulting program status and issues are provided to senior management.

In January 2008 the first annual technical review of the TMTI program by an outside panel of experts, the Threat Reduction Assessment Council (TRAC) CBD Sub-Committee, endorsed TMTI's technical progress; however, the OIPT identified low program obligation and expenditure rates that brought the program under senior management review, and ultimately resulted in the relief of the program manager in August 2008. I took a number of actions to stabilize and improve program leadership, including a strategic programmatic management review that provided recommendations for enhancing the ability of the program to meet its technical and fiscal goals, including improvements in management structure and oversight, increased personnel staffing, development of a communications strategy with a clear and consistent message, and establishment of an annual strategic programmatic review in addition to the annual technical scientific review. These recommendations are now being implemented.

In the annual technical review, just completed, the TRAC panel has again commended TMTI program progress and cited its unique accomplishments. Now in its third year, the TMTI program is essentially on schedule technically and achieving its first major success by filing two Investigative New Drug applications with the Food and Drug Administration for a multi-strain therapeutic against the Ebola virus and a multi-strain therapeutic against the Marburg virus - the first time this has been done.

CDP: In 1986 Congress directed the DOD to destroy the U.S. stockpile of 30,000 tons of lethal chemical agents and munitions. At that time the stockpile was distributed among eight Army-operated storage sites in the continental United States and one on Johnson Atoll in the Pacific Ocean southwest of Hawaii. The public law which established the program required the stockpile be destroyed in a manner that would ensure maximum safety for the workers involved in the destruction, local communities near the destruction sites, and the environment. Today, responsibility for executing the destruction program is divided by law between the Army and OSD under the oversight of the ATSD(NCB). The Chemical Warfare Convention, a treaty to which the United States and 185 other nations are signatories, requires destruction of the stockpile to be completed by April 29, 2012.

When I assumed my duties as Special Assistant and was charged with day-to-day oversight of the CDP, the ATSD(NCB) expressed his frustration that he was not able to get a clear picture of the overall status of neither the Army, nor the OSD elements of the program and the ability of the program to meet the CWC treaty goals or DOD program and cost targets. Based on my knowledge of the program (gained while a professional staff member of the House Armed Services Committee) and a review of the program with my new staff, I identified serious shortcomings in program reporting and the manner in which strategic guidance, oversight, and governance were provided to the program. My staff and I developed and implemented a strategic governance policy for the Army's element of the program and OSD's Assembled Chemical Weapons Alternative that significantly improved program accountability and performance through the use of clearly defined performance metrics to measure program status and progress. The plan was approved by Under Secretary of Defense (Acquisition, Technology, & Logistics)

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(USD(AT&L) on June 30, 2006. The June and August quarterly reviews that followed were endorsed by USD(AT&L) for providing the level of detail and focus he needed for oversight of the program.

Building on the strategic governance process, and close coordination among my Department of the Army staff counterpart, the Director, Army Chemical Materiel Agency (CMA), the Project Manager Assembled Chemical Weapons Alternative (ACWA), and myself, the program continues to make significant progress. The goal for destroying 45 % of the US chemical munitions stockpile by December 31, 2007, was achieved ahead of schedule. The Army is currently on a track that should permit it to achieve the Chemical Weapons Convention (CWC) 2012 destruction goal for 90 percent of the U.S. chemical weapons stockpile - 5 years ahead of the Acquisition Program Baseline objective of April 2017. At the end of December 2008, almost 58 % of the total stockpile has been destroyed, including all GB non-persistent and VX persistent nerve agents at CMA disposal sites. However, due to several program requirements imposed by Congress and actions taken by the DOD prior to my becoming the Special Assistant, the ACWA program is significantly behind schedule. A Defense Acquisition Board review of the ACWA program in August 2006 indicated a program schedule and cost breach that exceeded congressional limits and required a management review, establishment of a new cost and schedule baseline, and recertification of the program as essential by the Secretary of Defense. I led that review, selection of a new direct-reporting program manager, and establishment of a new program support office. Construction of the two ACWA sites in Colorado and Kentucky under a fiscally constrained program is now underway. In 2008 legislation Congress mandated an accelerated schedule to complete destruction of the stockpile at the ACWA sites by 2017. Working with the my Army staff counterpart, the OSD staff, CMA, ACWA, and congressional professional and personal staff members, I led the development and consideration of accelerated destruction alternatives by the OSD Strategic Governance Board and the realignment of \$355 million in program funding that, coupled with additional funding of \$900 million made available by the OSD comptroller over the period FY10-15, will permit significant movement toward the goal.

ECQ 2 - Leading People:

When I assumed my duties as Special Assistant (Chemical Biological Defense and Chemical Demilitarization Programs) (SA(CBD&CDP)) in January 2006, I immediately began a review of the office staff and operating procedures for both the chemical biological defense program (CBDP) and the chemical demilitarization program (CDP). For the most part, both elements were composed of highly competent and experienced government and contractor personnel. My two predecessors, however, had left their jobs under less than favorable conditions and left the office staff with feelings of uncertainty about the future of the program and its leadership. The Deputy Special Assistant and Medical Director, whom I reassigned to his original duties, was leading the CBDP. The CDP was headed by a member of the Senior Executive Service on short-term temporary assignment from the Defense Threat Reduction Agency, whom, upon his departure 30 days later, I replaced with the minority GS-15 lead systems analyst and engineer as Acting Director, CDP (a position in which she served superbly for seventeen months until replaced by a Colonel, Chemical Corps). Both reported directly to me as the Special Assistant.

Building a High-performing Staff and Taking Care of People: To improve my office's workplace environment and overall performance of its mission to provide staff oversight, integration, and coordination of the CBDP and CDP, I set out to develop an office environment that would focus on mission accomplishment and would recognize each member of the office as a valuable member of the team. I set as a goal the establishment of a climate of open and collegial management that would recognize the worth and contribution of each individual and facilitate professional and personal

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development. To better focus office mission responsibilities on the two programs, I led the development of a new balanced scorecard strategy and a detailed mission and task analysis that focused on an objective assessment of office missions, functions, goals and objectives, and the place and responsibilities in the organization of each member of the office staff. I reorganized the two office elements to clarify functional responsibilities. Employee performance plans were aligned with organizational goals and appraised realistically against clear, measurable standards of performance. I conducted personal one-on-one interviews with each staff member in a non-confrontational conversation that was designed to encourage an objective and open exchange, so that I might get each member's frank assessment of the strengths and weaknesses of the office and recommendations for improvement. I established an office environment with an open-door policy in which I am accessible to all members of the staff. These actions resulted almost immediately in an improved focus on mission, goals and objectives, and improvements in performance, morale, and communications among the members of the office staff.

I have continued to build upon these goals and practices. Each member of the staff is recognized as a valuable member of the team. Staff members who complete their assignments and depart to other activities are recognized and rewarded. No one leaves empty-handed. New members of the staff are rapidly integrated to become fully contributing members. I continue my practice of hands-on "management by walking around" and frequent communication and dialogue with each member of the staff, whom I also meet semi-annually to review their performance, discuss their insights into office issues, and receive frank feedback from them on my own management and leadership – what's going well, what's not, and what needs to be improved. I continue to ensure that employee views are considered in evaluating their job performance. In implementing the National Security Personnel System, I work closely with my direct reporting civilian employees in the development of their performance plans and evaluations. I adhere strictly to law and regulations concerning merit systems and prohibited practices, and ensure continued application of, and compliance with EEO and laws, regulations, policy, and affirmative action, and ethical individual and organizational leadership in the management of personnel and programs.

To further improve office efficiency and oversight I also directed the establishment of an operations cell to monitor and control staff actions, and implementation of improved standard operating procedures and performance-based metrics. At weekly staff meetings, upcoming significant events affecting the CBDP & CDP Enterprise are reviewed, staff leaders and action officer briefly report the status of significant actions in their areas of responsibilities, and the operations cell provides feedback to the staff on the status of assigned staff action projects. Enhanced communications among the staff and the implementation of best business and staff practices have resulted in a marked increase in overall staff performance, reduced coordination and processing time, and increased accuracy in preparation of staff actions.

Responding to Staff Conflict: My experience has been that even highly performing staffs can have potentially dysfunctional issues that must be addressed. In July 2006, I brought on a new chief of staff, who was highly recommended. His performance was superb in a number of areas, but focused heavily on process, rather than on the balance between process and people that in my experience is necessary in a high-performing staff. Subsequent events and feedback from the staff and from the chief of staff himself, as well, identified the lack of effective two-way communication between him and individual members of the staff, contractor support, and his counterparts among the CBDP Enterprise, and the gradual growth of a dysfunctional relationship. Despite repeated counseling on my part with him and with individual members of the staff, that situation came to a head during early 2008, and ultimately made his reassignment necessary. Through my personal coordination with the Chief of the Chemical Corps, OSD Policy, and the Director, Chemical Material Agency, I was able to work out a three-way personnel

trade that ensured the chief of staff's reassignment to a field position in which his overall superb tactical leadership talents could be better used in an operational capacity, and his replacement by another highly qualified officer who also possessed the combination of people and process skills that were needed in the office. The results of my decision have had two positive results: the equivalent of a brigade-level field command for the former chief of staff and the improved ability of my office to pull together as a unified staff in performance of its CBD and CDP program missions.

ECO 3 -Results Driven:

Throughout my three years as the Special Assistant a major strategic goal of the Under Secretary of Defense (Acquisition, Technology, and Logistics) (USD(AT&L)) has been the development and implementation of improved governance and decision processes. When I assumed my duties I found that there was no effective process in place for oversight of the chemical biological defense program, and that this was a source of great frustration and concern to my supervisor, the Assistant to the Secretary of Defense for Nuclear, and Chemical and Biological Defense Programs (ATSD(NCB)). From June 2006 to October 1998, I established a number of initiatives to increase my ability and that of my staff to exercise my responsibilities for oversight, coordination, and integration of the CBD program, and put in place improved governance and decision processes for both the Chemical Biological Defense (CBDP) and Chemical Demilitarization (CDP) plans: improved CBDP oversight, development of CBDP and CDP investment strategies and Program Objectives Memoranda, improvements in the 2003 CBDP Implementation Plan, and improvements in CBD readiness.

Improved CBDP Oversight, Coordination, and Integration: To replace the ineffective CBDP Sentinel review process, I conceived and developed a new two-tiered, semi-annual Overarching Integrated Process Team (OIPT) review process for oversight of CBD program. The new process was approved by USD(AT&L), and used effectively for the first time by the OSD staff and participating agencies in the FY06 mid-year budget review. In successive semi-annual OIPT meetings, programs have been assessed, issues identified, needed actions initiated, and results provided to senior executive leaders. The OIPT process that is now in use provides an effective tool for oversight, integration, and management of the CBDP program. Applying the principles of Continuous Process Improvement to my oversight responsibilities, I continued to make improvements in the semi-annual OIPT oversight process to make it more efficient by reducing requirements for intermediate working integrated process team (WIPT) program reviews, and increase its effectiveness as a tool for integration and coordination of the CBDP and for advising senior executive leadership regarding program status. I have also directed and guided the development and implementation of a comprehensive, fact-based oversight methodology and metrics for assessment of current program status across the CBDP, identification of technology gaps and programmatic options to address issues, and development of integrated options for improvements in program effectiveness. The new methodology has facilitated the establishment of a "watch list" to monitor those programs that are not meeting program and schedule goals and technical objectives, and provides an enhanced awareness of program strengths and weaknesses.

CBDP and CDP Investment Strategies and Program Objectives Memoranda: The CBDP develops and fields a mix of capabilities that reduce the risk of the deployed force to chemical, biological, radiological, and nuclear hazards on the battlefield and facilitate DOD support to homeland defense operation. I provided oversight and direction for development of CBDP and CDP investment strategy guidance and the Program Objective Memoranda (POM) for Fiscal Year 2008- 20013 (FY08-13) and for FY10-15 that, within available resources, achieve National and Department of Defense (DOD) strategic goals, objectives, and mission requirements. In leading the development of the CBDP POM Strategy

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guidance in 2006 and 2008, I focused the efforts of the CBDP program staff and DOD organizations on the production of FY08-13 and FY 10-15 POM investment strategies that would meet the needs of the combatant commands and services, balance risk, and support major DOD initiatives. In the FY 10-15 POM strategy guidance I established an integrated POM development process among the Joint Staff, the Army as CBDP executive agent, and the other military services that significantly enhanced coordination of service positions with the Joint Staff, then participated personally in the development process to resolve several continuous points and ensure that the services' positions were represented. Both the FY08-13 and FY10-15 POMs were approved quickly by the Joint Staff and the services with minimum debate, were subsequently approved by the USD(AT&L), and strongly supported during development of the President's Budget Requests for FY's 2008, 2009 and 2010.

Improved 2003 CBDP Implementation Plan: The CBDP Implementation Plans, which was approved by the Under Secretary of Defense (Acquisition, Technology, and Logistics) (USD(AT&L)) in 2003, defines roles, responsibility, and implementing procedures and processes for the CBDP. To foster an understanding of common goals and objectives in the POM 2010-2015 budget cycle and to encourage a spirit of cooperation and teamwork among all elements of the CBDP Enterprise that would ensure the development of a coordinated POM strategy and strategic CBDP program plan to which all stakeholders could agree and support, convened a working group composed of the deputy leaders of all of the CBDP Enterprise activities to review and agree to any needed changes in the 2003 version of the CBDP Implementation Plan. Under my guidance and oversight, the deputies reviewed the 2003 plan, then began developing the elements of an integrated short-, mid-, and long-term strategy for the CBDP, the first such program strategy for the program. The resulting strategy was approved by the ATSD (NCB) and published on September 30, 2008. I also directed an update to the 2003 CBDP Implementation Plan (IP) with changes that incorporate results-oriented performance metrics that would support war fighter requirements in terms of time, cost, and performance measures and enhance the statutory OSD oversight responsibilities and authority. The revised 2003 plan has been codified in a revised DOD Directive 5160.05E "Roles and Responsibilities Associated with the Chemical and Biological Defense Program," which was approved by the USD(AT&L) on September 30, 2008, and subsequently signed by the Deputy Secretary. I also directed the initiation of a supporting DOD Instruction that will provide detailed implementing instructions, policies and procedures for execution of the CBDP.

CBD Readiness of U.S. Armed Forces: The readiness of U.S. Armed Forces to fight effectively on a battlefield under the threat of an adversary's use of chemical, biological, radiological, or nuclear weapons, and to execute their responsibilities in support of defense of the homeland against such weapons have been subjects of repeated interest by the Congress and frequent reviews by the Government Accountability Office. During consideration of the FY2007 budget request, Congress directed the Secretary of Defense to assess the overall state of CBD training in the military services. In response to that tasking, in October 2006 I directed a study to assess and identify gaps in the CBD readiness of U.S. Armed Forces. In September 2007 my office completed and forwarded to Congress the report "Nuclear, Chemical, and Biological Defense Joint Training and Certification" that identified ten gaps in DOD NCB training, and recommended plans of action and milestones for resolving those gaps. I provided oversight of the CBRN Defense Doctrine, Training, Leadership and Education Task force that was chartered by the Joint Staff's Force Protection Function Capabilities Board to address those gaps, and also provided guidance and oversight for development of a strategy and plan for improvements in CBRN Defense Doctrine, Training, Leadership, and Education. The ATSD(NCB) approved the strategy on September 30, 2008, and the development of an implementation plan is underway.

ECQ 4 - Business Acumen:

Financial Management: Funding for the Chemical Biological Defense Program (CBDP) totals over \$1.5 billion annually and includes over 850 science and technology projects and over 53 development and acquisition programs. By coincidence annual funding for the Chemical Demilitarization Program (CDP) program is also over \$1.5 billion. The CBD and CD Enterprise includes approximately 12,000 government and contractor personnel distributed across elements of the Joint Staff, OSD, the Army Secretariat and Staff, the Military Departments, Defense Threat Reduction Agency, the Joint Program Executive Officer for CBD, the Army's CBRN School, the Army's Chemical Materiel Agency, the OSD Project Manager for Assembled Chemical Weapons Alternative (ACWA), seven chemical demilitarization plants and storage sites, eight CBDP program management activities, a major range and test facility base, two major research, development and engineering centers, and supporting activities.

As Special Assistant I am responsible for oversight, coordination, and integration of the CBDP and CDP planning, programming, budgeting, and execution processes; related research, development, and acquisition policy guidance, strategies, priorities, and procedures; funds allocation for the CBDP and CDP defense-wide accounts; and interagency and international coordination. With my staff of 10 senior military and civilian technical personnel, I exercise my responsibilities through oversight of the development of the biennial Program Objective Memorandum (POM) guidance and strategy, development of the off-year mini-POM, defense of the CBD and CD programs in the POM and budget issue paper cycles, preparation of CBDP and CDP portions of the annual President's Budget submission, funds allocation guidance, evaluation of annual science and technology and development and acquisition spending plans, mid-year and end-of-year budget execution, monitoring of operating element monthly program and project reviews, and conduct of semi-annual Overarching Integrated Process reviews. During the first quarter of FY07, the chemical biological defense program achieved an unqualified financial audit of the CBDP for FY07 - one of only six awarded that year throughout the DOD.

Since 1996 Congress has consistently supported the CBDP above the amounts requested in the annual President's budget. The majority of these additions have been earmarks for congressional interest items. I require that my staff and all operating elements of the CBDP take particular care that the earmarked projects have technical and operational merit and support the overall objectives of the program. For the last two years as a result of this proactive oversight Congress has provided additional unrestricted funding for science and technology initiatives in the CBDP core program.

Resolving Forward Funding Issues: During June 2007, I directed a mid-year review of FY07 budget execution by the CBDP Enterprise operating elements. The results of the review indicated forward funding problems in several elements of the Joint Program Executive Office (JPEO CBD) development and acquisition program and Joint Science and Technology Office (JSTO) science and technology program (i.e. program expenditures that did not meet DOD expenditure goals). This issue was addressed in the July 2007 CBDP OIPT and I directed the JPEO and the JSTO to resolve the situation in their respective areas. (These actions were also to provide the basis for further action in the development of strategic guidance for execution of the FY08 budget, development and guidance for the FY09 budget, and development of POM 2010-2015.) During the FY09 Program Issue Cycle that followed, I directed initial actions to address the forward funding issues identified during the mid-year review. Several CBDP programs were identified as internal bill payers to meet changing requirements for programs with more immediate needs (such as funding for procurement of plague vaccine). Despite these actions, the FY08 end-of-year review continued to indicate that significant CBDP obligations and expenditure remained below plan, and several programs did not obligate funding until the third and fourth quarters of the fiscal year, resulting in expenditures being pushed forward into the second and third years of fund availability

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and exacerbating the problem. To address these issues, I have directed a further program review in which the JSTO and the JPEO will identify under-executed programs/projects not meeting OUSD Comptroller execution goals. From these programs, I expect to recommend to the ATSD(NCB) a plan to provide a specific timetable and process to apply excess funding from under-executed programs/projects to high priority CBDP unfunded requirements.

Technology Management: As commander/director of a major Army laboratory and as a congressional professional staff member, I strongly supported the maintenance of a strong DOD laboratory system to address those essential core science and technology capabilities that would not be supported by industry or academia. As Special Assistant I continue to support research programs based in DOD Service laboratories to ensure preservation of scientific expertise, intellectual critical mass, and infrastructure, while concurrently maintaining an appropriately balanced investment portfolio between intramural, interagency, commercial, academic, and international activities. Maintenance of essential DOD laboratory core capabilities, both the physical infrastructure and the human capital, are critical elements for ensuring the ability of U.S. Armed Services to fight effectively and survive on a future battlefield and to defend our homeland against the potential use by an adversary of chemical, biological, radiological, or nuclear weapons. In the past several years the OSD and Military Departments have made funded significant improvements in both chemical biological defense and medical biological defense laboratory and test and evaluation infrastructure and I continue to ensure in the CBDP funding strategy that further investments are planned and supported.

Human Capital Management: For a number of years, however, DOD has been faced with an aging science and technology workforce. To insure the maintenance of a workforce that is highly qualified in the scientific, technical, and program management skills required in both the chemical biological defense and chemical demilitarization programs - a workforce that is recognized for those capabilities throughout the DOD and the chemical biological defense and chemical demilitarization communities - I initiated the development of programs and studies that led to the establishment of increased numbers of post-doctoral CBDP fellowships, and for supporting improvements in CBDP laboratory and test and evaluation infrastructure. Leveraging educational outreach opportunities (including the National Science Foundation's Post-Doctoral Program) to enhance the scientific and technical expertise of current and future CBDP S&T personnel, the objective of these initiatives is the creation of a world-class research and development infrastructure that will attract the best scientific and engineering personnel and ensure the future capability of the DOD program. The enhanced post-doctoral CBDP fellowships initiated in 2006 have begun to bear fruit by the accession of new scientific and engineering talent to the CBDP program. One has only to visit Edgewood Chemical and Biological Center to see these young scientists and engineers and the positive effects of this program on the CBD science and technology program

ECQ 5 - Building Coalitions/Communication:

Throughout my career of 47 years of military and civilian government service, I have gained a reputation for openness, candor, integrity and trustworthiness in personal and published communications – core values that I consider absolutely essential. Transparent and forthright communications are absolutely key to being able to work together and build coalitions and support for programs. They are instrumental in the establishment of the internal, congressional, interagency and international trust and coalitions necessary to the success of the CBDP and the CDP.

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Building CBDP and CDP Communications: As Special Assistant I constantly seek to clearly communicate Chemical Biological Defense (CBD) and Chemical Demilitarization Program (CDP) goals, objectives, initiatives, and accomplishments in numerous forums to ensure support of the programs by the OSD staff and Joint Staff, defense agencies, military departments, combatant commanders, the industrial and academic base, and US allies. In December 2006, I directed revisions in the FY2006 Annual CBD Program Report to Congress, and the first time Report to Congress on the Transformational Medical Technology Initiative in February 2007, to improve their usefulness and provide a broad understanding of the CBDP. Both reports have been highly effective in communicating CBDP and TMTI information and objectives, and have been praised by congressional staffs for their clear explanation of the programs and utility in providing the basis for developing the annual congressional budget for the program. My office continues to revise the Annual Report to make it a more productive and useful tool for congressional professional and member staffers. Each year in support of the President's Budget Request, I have planned and executed a legislative strategy of briefings and staff engagements with members of Congress and their staff members and administration officials to provide an understanding of the CBD and CD program requests that have resulted in strong overall support for the programs. Results have been clear and measurable.

Building Internal and Congressional Coalitions: I continue to emphasize close cooperation and interaction personally and by my office staff with CBDP stakeholders in the military departments, defense agencies, combatant commands, with interagency, allied, and other international partners, and with supporting elements of the defense research and development establishment to better advance and coordinate the objectives of the CBDP. In January 2006 I renewed the bi-weekly meetings of the senior CBDP program leaders to provide an informal forum for discussion of CBDP issues and coordination of the CBDP program. A weekly meeting of the CBDP deputies provides a similar forum for the Council of Colonels. This has resulted in greater understanding and unity of effort among the CBDP stakeholders. The number of interagency and White House officials who attend the TMTI and CBD program reviews repeatedly demonstrates the degree of this cooperation.

In the CDP, I have established and maintained close working relationships with all program performers and government, industry, and local activities to ensure a common understanding of program goals and objectives and need for unity of effort. In coordination with the Deputy Assistant Secretary of the Army for Elimination of Chemical Weapons, the Director of the Army's Chemical Materiel Agency, and the OSD Project Manager (Assembled Chemical Weapons Alternatives), I have conducted a focused program with states, local communities, and advocacy groups and with Congress to foster a common understanding of program objectives and gain increased support for management initiatives and the need for increased flexibility in execution of the program. The CDP budget has been fully funded, and a new legislative shared-savings provision to provide performance incentives to the site contractors was approved by the Congress and the President in FY09.

Building International Programs: To enhance unity of effort in the coordination of international CBD programs, I lead the semi-annual DOD CBDP International Programs Coordinating Group to insure integration and coordination of US military department and defense agency activities and initiatives in multi-lateral and bi-lateral relationships with US allies and partners. As U.S. program officer for the quadripartite Chemical, Biological, Radiological Defence Memorandum of Understanding (MOU), I played a major role by working with my fellow program officers to facilitate the expansion of the MOU from three to four countries (Australia, Canada, United Kingdom, and United States), and easing the integration of Australia into the MOU. The activities of the MOU Group impact the full range of CBD program: doctrine, testing, research, development, and acquisition. In coordination with my counter-part national program officers and to ensure that U.S. national program objectives were achieved,

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I provided oversight and guidance for development of the "CBR Defence Memorandum of Understanding (MOU) Strategy and Roadmap to the Year 2025," and for its presentation to, and approval by the quadripartite MOU Steering Group in December 2008. The Strategy and Roadmap support ongoing MOU objectives to provide opportunities for increasing research, development, acquisition, and non-materiel cooperation, align national priorities to the maximum possible extent, and identify remaining program gaps and opportunities for MOU cooperation.

Building Interagency Programs: As the designated DOD staff focal point for the CBD program, I work closely with my counterparts in the Departments of Health and Human Services (DHHS), and Home Security (DHS), and State (DOS), and other federal agencies in program matters and activities related to interagency coordination of programs for countering the weapons of mass destruction (CWMD) threat. In January 2008 I became principal DOD representative to the Homeland Security Council's Biodefense Policy Coordinating Committee for the development of interagency proposals for biodefense program enhancements that were subsequently approved by the President. These activities expanded to include frequent coordination with the agencies named above as well as the National Security Council, the Office of Management and Budget, and the Office of Science and Technology Policy. Activities in these areas have increased significantly, and include initiatives for establishment of an Integrated Biodefense Portfolio between DHHS and DOD for vaccines and therapeutics, a Memorandum of Understanding for coordination of DOD and DHW CBD science and technology program, development of jointly funded advanced pharmaceutical manufacturing capabilities, support for the interagency biodefense campus at Fort Dietrich, Maryland, improvements in laboratory biological security and safety, and the TMTI program, among others.

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Dr. William S. Rees, Jr. currently is Program Manager for the CBRNE Countermeasures, USSS and Critical Infrastructure Protection portfolios at DHS S&T / Homeland Security Advanced Research Projects Agency (HSARPA), as an IPA from Georgia Tech. He received his B.Sc. degree from Texas Tech University in 1980 and his Ph.D. in 1986 from University of California, Los Angeles. Prior to his assignment to DHS, he was a Professor at the Georgia Institute of Technology since January 1994, with a joint appointment between the School of Materials Science and Engineering and the School of Chemistry and Biochemistry, and was named the first Director of the Molecular Design Institute in February 1995.

Professor Rees has over 120 peer-reviewed publications in archival journals, seven patents, one book, has delivered invited lectures at over 20 international meetings, over 75 universities, and at over 200 other locations. Dr. Rees actively serves in a number of roles in national and international service, including Chair of the Gordon Research Conference; Member, Defense Science Study Group; Member, Defense Science Board Task Force on "Roles and Missions in Homeland Security"; Member, National Research Council (NRC) Scientific Review Panel on "EPA Homeland Research"; Member, NRC Chemical Sciences Roundtable, and external Ph.D. examiner in India and Finland. His honors include Alexander von Humboldt Fellowship (1998); Fellow, American Institute of Chemists (1998); Fellow, Royal Society of Chemistry (1998).

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S. (Sandra) Veronica Richardson, Colonel (Retired)

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QUALIFICATIONS SUMMARY

Senior financial management professional with over twenty-eight years of extensive and progressively increasing responsibility managing large, high dollar financial organizations.

Managed finance and accounting programs and organizations servicing communities comprised of tens of thousands of personnel and family members.

Superior abilities in leading, motivating, and developing cohesive teams with winning results.

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PROFESSIONAL EXPERIENCE

Obama for America Campaign Experience 2008

- **Primary states' field operations, Obama for America:** volunteer traveler to campaign in Pennsylvania and Indiana; full-time field volunteer in Virginia
- **Obama Observer** to Virginia State Democratic Convention.
- **Women for Obama:** Leadership Committee, VA WFO, attended WFO/DNC Women's Leadership Forum in Chicago (October); assisted with WFO "Conversations with Surrogates" and outreach in primary and general election campaigns. Worked with Professional and Business Women United for Obama.
- **General election, VA Campaign for Change:** Full-time volunteer staff in Northern VA, assisted with Constituency Outreach for Small Business and Veterans; assisted with planning and staffing of events served on GOTV leadership team, attended the Democratic National Convention. Photographer for VA WFO.

Senior Military Executive Assistant to Director (July 2003 – January 2006) and eGovernment Project Officer (January – December 2006), Defense Finance and Accounting Service (DFAS), Arlington, VA., 2003 – 2006 Served as a principal adviser on the personal staff of the agency's Director, responsible for providing the DoD with the full spectrum of finance and accounting services worldwide. DFAS employed over 16,000 personnel in over twenty-six locations, and paid six million military and civilian personnel. DFAS had an operating budget of \$1.4 billion, and disburses over \$455 billion annually.

- Prepared Director for briefings, public appearances, and all Director visits, accompanied Director as top aide on all official travel.
- Resolved problematic entitlement cases brought to the attention of the Director.
- Served as liaison to Office of the Under Secretary of Defense (Comptroller) and other agencies.

Commander, Defense Finance and Accounting Service, Orlando, FL, 2001 – 2003 Managed a Department of the Army centrally selected brigade-level DFAS business unit comprised of 379 personnel (soldiers, airmen and civilians). A multi-service, joint command, responsible for accounting, disbursing, travel pay, and vendor pay support to eight major commands/clients. Client services included \$23 billion annually in customer funds. Managed \$12 million operating budget.

- Successfully implemented initiatives to redefine customer service to create efficiencies and reduce costs.
- Significantly improved environment for team as evidenced by increase in 15 of 17 dimensions of the team's annual assessment and improved customer service with an increase of 34%.
- Created an environment for new ideas, process improvements and innovations.

Military Assistant to the Assistant Secretary of the Army (Financial Management and Comptroller), Pentagon, Washington, D.C., 1999 – 2001. Provided the Assistant Secretary executive review, personal advice and guidance on programs and matters affecting Army-wide financial management functions. Integrated and coordinated matters presented to the Assistant Secretary for action. Participated in formulation of policy, procedures, and programs.

- Prepared the Assistant Secretary for selected meetings, briefings, official functions and public appearances. Accompanied as top aide the Assistant Secretary on all official travel.
- Acted as liaison with the Office of the Secretary of Defense, the Joint Staff, the Army Secretariat, the Army Staff, Major Army Commands, and other outside agencies

Commander, 176th Finance Battalion, Yongsan, Republic of Korea, 1996 – 1998. Managed the Army's most diverse forward deployed and centrally selected Finance Battalion, responsible for operations and training for four subordinate commands at three major locations separated by hundreds of miles. Provided finance service support to eleven brigade-level commands throughout Korea. Disbursed up to \$139 million monthly and served as the Theater Central Funding Officer.

- Produced combat ready unit with battle focused standards, mission ready at all times.
- Earned "Diamond and Sword Award" for sustained tactical and technical proficiency.
- Flawlessly executed processing of non-combatants during exercise Courageous Channel.

Chief, Financial Management Branch, Joint Chiefs of Staff, The Pentagon, Washington, D.C. 1996 – 1998 Managed the Financial Management Branch for the Joint Staff. Executed a \$650 million annual budget in support of the Joint Staff and the Combatant Commands. Supervised eight senior civilian, military, and contractor personnel.

- Successfully implemented the conversion of the Comptroller Automated Budget System.
- Led team to unparalleled levels of success and near flawless execution of all programs.
- Routinely conducted General Officer and Senior Executive Service level briefings.

Other Assignments

Program Budget Officer, Assistant of Army (Financial Management and Comptroller), Pentagon

Budget Director, Secretary of Defense Military Working Group, Washington, DC

Financial Analyst, Assistant of Army (Resource Analysis and Business Practices), Pentagon

Commander, 45th Finance Support Unit, Kaiserslautern, Germany

Deputy Finance Officer, 45th Finance Support Unit, Kaiserslautern, Germany

Staff Finance and Asst Executive Officer, US Finance and Accounting Center, Indianapolis, IN

Central Accounting Officer, Second Infantry Division, Republic of Korea

Chief, Military Pay and Training Officer, Fort McClellan, AL

EDUCATION AND TRAINING

Masters of Accountancy, University of Alabama, Tuscaloosa, AL, 1987

B. S. Degree, Accounting, Tuskegee University, 1978

The Army War College, 1999

Command and General Staff College, Leavenworth, KS. 1992

Professional Military Comptroller School, Montgomery, AL, 1993

Joint Professional Military Education Course, Armed Forces Staff College, Norfolk, VA, 1994

Affiliations

Board Member, American Society of Military Comptrollers, Alexandria, VA
Board Member, COMPACT, Orlando, FL

Life Member, Association of United States Army
Life Member, Army War College Association
Life Member, Army Finance Corps Association
Life Member, American Society of Military Comptrollers
Life Member, Society of White House Military Aides
Life Member, Delta Sigma Theta Sorority, Inc.
Life Member, ROCKS, Inc

Awards and Decorations

Presidential Distinguished Service Award, Tuskegee University
Distinguished Member of the Regiment, Army Finance Corps Association

Defense Superior Service Award
Legion of Merit
Defense Meritorious Service Medal (2)
Meritorious Service Medal (3)
Joint Service Commendation Medal
Army Commendation Medal (2)
Global War on Terrorism Service Medal
Korea Defense Service Medal
Armed Forces Reserve Medal
Joint Staff Identification Badge
Army Staff Identification Badge
Nathan Towson Regimental Medallion