

Led the resolution of every significant legal issue concerning environment, installations, facilities, energy and real property law within the Department of Defense from 1995 through the end of 2001

Represented the Department of Defense and Military Departments in numerous negotiations with the Department of Justice, the Environmental Protection Agency, the Department of the Interior, the Office of Management and Budget, the Council on Environmental Quality, and other Executive Branch agencies concerning such matters as Superfund liability, withdrawal of public lands for military purposes, application of the Endangered Species Act, the promulgation of rules under the Toxic Substances Control Act, the application of the National Environmental Policy Act, and many other matters

Reviewed and drafted the Department of Defense's legislative programs in the areas of environment, energy and installations, and served as an advocate of the legislative proposals with Congressional staff

Provided legal advice to the Office of the Secretary of Defense and to the Military Departments concerning implementation of the recommendations of the Base Closure and Realignment Commission (the "BRAC" Commission); drafted and reviewed the Department's policies on implementation of base closure and realignment decisions; drafted the Department's legislative proposals in the base closure area

Drafted two requests for "fundamentally different factor" variances from effluent limitation guidelines issued under the Clean Water Act; both requests led to regulatory changes providing the requested relief

Assisted in the preparation of the only successful petition for the administrative removal of a substance from the list of "hazardous air pollutants" contained in the Clean Air Act

Education:

Harvard Law School (J.D., *cum laude*, 1975)

Member, Harvard Law Review, volumes 87-88

Harvard College (A.B., *cum laude*, 1972)

Bar Memberships:

District of Columbia, 1975

United States Courts of Appeals for the First, Third, Fifth, and D.C. Circuits

United States Supreme Court

ANTHONY J. TETHER

(b)(6)

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SUMMARY:

Over 30 years industrial and government experience:

- Providing leadership to business sectors and large-scale projects with full profit/loss accountability.
- Developing new business and researching contract opportunities with diverse customers world-wide.
- Identifying commercial applications for military technology, including associated business plans and funding sources.
- Defining and framing strategic, policy, and long-range planning issues and solutions as a member of corporate executive committees.
- Maintaining technical excellence through personal involvement in:
 - Analyzing intractable problems and creating practical conceptual solutions.
 - Outlining and detailing implementation plans for advancing the current state of art to that needed for the problem solution.
 - Obtaining the required resources to carry out plan.
 - Hiring, training and managing project teams to carry out plan under difficult cost and/or delivery time constraints.

EDUCATION:

Ph.D., Electrical Engineering, Stanford University, 1969
M.S., Electrical Engineering, Stanford University, 1965
B.S., Electrical Engineering, R.P.I., Troy, New York, 1964

EXPERIENCE:

—96 -

The Sequoia Group (TSG), Corona del Mar, CA
Chief Executive Officer/ President

In 1996, Dr. Tether formed The Sequoia Group (TSG), which serves government and industrial clients. For government clients, TSG reviews the technical, schedule and fiscal status of programs and provides advice and plans to correct deficiencies as required. For industrial clients, TSG reviews current capability to determine what new problems, customers and market could be pursued and what is needed (technology, personnel, capital) to do so. For both clients, TSG actively participates in the development of strategy and business plans for obtaining technology and programs as well as the projects themselves.

1994 - 1996 DYNAMICS TECHNOLOGY, INC. (DTI), Torrance, CA
Chief Executive Officer

In 1994, Dr. Tether joined Dynamics Technology, Inc. (DTI) as its Chief Executive Officer. DTI's historical expertise was in the application of hydrodynamic software codes to determine if U.S. Submarines were vulnerable to sensors such as Synthetic Aperture RADAR. The demise of the Soviet Union greatly decreased the priority enjoyed by this mission and the DTI business base was reduced by more than 50% prior to Dr. Tether's arrival. Dr. Tether's first priority was to stabilize the business and to create a strategy for expansion into growth areas. His efforts (1) curtailed the erosion of DTI's revenue and increased it by 10% after a year, (2) increased the size of DTI's addressable market by over an order of magnitude, and (3) resulted in DTI becoming internationally known in the remote sensing area.

1992 - 1994 SCIENCE APPLICATIONS INTERNATIONAL CORPORATION, San Diego, CA
Vice President and General Manager, Range Systems (1993-1994)
Vice President, Deputy Sector Manager, Advanced Technology Sector (1992-1993)

In 1992, Dr. Tether joined SAIC in San Diego as the Deputy for SAIC's Advanced Technology sector, whose core business was hardware and software products for a diverse customer base. Examples of the products are radio-emission fuel cell buses, generation of electrical power using solar thermal sterling motors, non-intrusive inspection of containers for explosives, drugs, and non-intrusive medical diagnostic equipment.

1993, Dr. Tether became Vice President and General Manager of SAIC's Range Systems operation that develops, manufactures, and maintains equipment and software for the U.S. and foreign military training, test and evaluation community. Dr. Tether directed the design, manufacture, and marketing of a new concept that used Geo-Positioning Satellite (GPS) receivers to determine the precise location and velocity of aircraft, land vehicles, and individuals. The highly precise location output of the GPS receiver was transmitted through satellite and aircraft relay communication systems back to a central location. The communication of the information using satellite and aircraft relay untethered the training community from being restricted to any particular real estate. This allowed the evaluation of strategies and tactics in real-time anywhere in the world.

1986 - 1992 LORAL CORPORATION, Newport Beach, CA
Vice President, Technology and Advanced Development (1990-1992)
FORD AEROSPACE CORPORATION, Detroit, MI and Newport Beach, CA
(Acquired by Loral in 1990)
Vice President, Technology and Advanced Development (1986-1990)

In 1986, Dr. Tether joined Ford Motor Company in Detroit Michigan. He was the Vice President of Technology and was responsible for Ford Aerospace's technology program. He was responsible for identifying emerging technologies, monitoring internally and externally funded R&D efforts, and obtaining customer funding. He decreased the amount of internal R&D funding by 20% with no loss of content, and increased the amount of customer funded R&D by over a factor of 5. He also assisted Ford Motor Company in determining technologies required for the "Car of the Year 2000," and was a member of Ford's Technical Affairs Committee that established, reviewed, and evaluated all of Ford's internally funded R&D.

In 1990 when Ford Aerospace was purchased by LORAL, Dr. Tether left Ford and worked directly for Loral's President. In addition to his previous responsibilities with Ford, he was tasked with assessing the commercial viability of Loral's military technology, generating business plans, and identifying funding sources.

1978 - 1986 DEPARTMENT OF DEFENSE, Washington, DC
Director, Strategic Technology Office, DARPA (1982-1986)
Director, National Intelligence, Office Secretary of Defense (1978-1982)

In 1978, Dr. Tether joined the Office Secretary of Defense as the Director of National Intelligence, PL 313 (SES-4). He was responsible for the oversight of all National Foreign Intelligence Programs (NFIP) programs. He personally led efforts to realign the structure of Defense Intelligence to be more responsive to the military use of signal intelligence and satellite based activities (Tactical Cryptologic Program & Defense Reconnaissance Support Program). Other details remain highly sensitive and classified.

In 1982, Dr. Tether joined the Advanced Research Projects Agency as the Director Strategic Technology Office. He was responsible for identifying and managing the development of technologies that, if successful, would make a significant and discernible difference to the national security. Examples of the technologies developed under his direction are (1) the now widely available miniature GPS receivers (size of a pocket calculator), (2) low-cost satellites for communications and reconnaissance, and (3) micro-electronic technologies (GaAs, HgCdTe) for advanced processing and surveillance applications.

1968 - 1978 SYSTEMS CONTROL, INC., Palo Alto, CA
Executive Vice President

Dr. Tether started his career in 1968 when he and 6 colleagues started a company, Systems Control in Palo Alto California, and grew it to well over 400 employees by 1978. His expertise was in the application of Estimation and Control theory to military and commercial problems with particular concentration on the development, specification of procedures to perform real-time resource allocation and control.

OTHER PROFESSIONAL ACTIVITIES, MEMBERSHIPS, AND RECOGNITION:

National Intelligence Medal from the Director Central Intelligence, William Casey, 1986
DOD Civilian Meritorious Service medal from Secretary of Defense, Casper Weinberger, 1986
Army Science Board, ONDCP R&D Committee, Defense Science Board, NRAC
Member of Sigma Xi, Eta Kappa Nu, Tau Beta Pi, and IEEE
Listed in several Who's Who (World, America, Finance&Industry, Science&Engineering, West)

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Lynn (communications)

MARC ALEXANDER THIESSEN

(b)(6)

Professional Experience

- **DIRECTOR OF COMMUNICATIONS & POLICY, U.S. Senate Committee on Foreign Relations, Washington, DC (January 1995–Present).** Serve as chief spokesman and senior foreign policy advisor for Committee Chairman Jesse Helms (R-NC). Represent the Committee before U.S. and foreign news organizations, including print, radio and TV news outlets. Responsible for developing legislative and communications strategies to advance the Chairman's foreign policy agenda, including issues such as United Nations reform, NATO expansion, Cuba policy, arms control (CTBT, ABM Treaty, National Missile Defense), the International Criminal Court, and democracy promotion efforts around the world.

Serve as principal foreign policy speechwriter for the Chairman, collaborating with him on nearly forty essays for journals such as *The Washington Post*, *The New York Times*, *The Los Angeles Times*, *The Wall Street Journal*, *The Financial Times*, *USA Today*, *The Weekly Standard*, *The Washington Times*, *Foreign Affairs*, *The National Interest*, and *Izvestia*, as well as on numerous speeches, including his January 2000 address to the UN Security Council (the first address by a legislator of any nation before the Council).
- **PRESS SECRETARY, Huffington for U.S. Senate, Costa Mesa, CA (July–November 1994).** Served as spokesman and principal speechwriter for Rep. Michael Huffington's U.S. Senate campaign.
- **ASSISTANT TO THE PRESIDENT, Empower America, Washington, DC (March 1993–July 1994).** Served as principal aide to *Empower America* president, former Rep. Vin Weber. Developed strategic communications plans for *Empower America* policy initiatives. Edited all *Empower America* publications. Collaborated on numerous op-eds and a monthly column for *National Review*.
- **DEPUTY COMMUNICATIONS DIRECTOR, Black, Manafort, Stone & Kelly (Burson-Marsteller), Alexandria, VA (August 1991–March 1993).** Designed strategic communications plans for clients of this prominent Washington public affairs firm headed by Republican strategist Charlie Black, including U.S. and foreign political leaders, American and international business executives.
- **RESEARCH ASSOCIATE, Black, Manafort, Stone & Kelly (July 1989–July 1991).** Responsible for preparation of in-depth research reports, country reports and analyses of political and economic issues facing domestic and international clients. Collaborated on a weekly newspaper column for Christine Todd Whitman, now Governor of New Jersey.
- **PUBLIC AFFAIRS INTERN, White House Office of Public Affairs (May–August 1988).** Wrote the weekly communications briefing memo for President Reagan and the White House Senior Staff, included in the President's weekly briefing book, analyzing press reaction to Administration policy initiatives.
- **REPORTER, The Waterbury Republican-American, Waterbury, CT (February–May 1985).** Worked as a reporter for this daily regional newspaper, writing both news and feature stories.

Education

- **UNITED STATES NAVAL WAR COLLEGE (Nonresident Program), Washington, DC**
Currently studying toward an M.A. in National Security & Strategic Studies.

(b)(6) JONATHAN F. THOMPSON (b)(6)

CAREER SUMMARY

Twenty years of experience executing and supervising corporate and marketing communications programs at the highest levels of U.S. corporations and government agencies. This includes senior positions with two business-to-business marketing communications agencies; the spokesman and senior communications officer for the nation's nuclear weapons laboratory; a top-10 advanced technology trade association, the world's largest association-managed trade show, the White House, NASA, and the U.S. Department of Energy. Responsibilities have included managing a \$35 million profit and loss center; and the strategic planning, corporate communications and public affairs functions for a Washington DC-based trade association. Experience includes working with, and being quoted or covered by, every major print and broadcast news organization.

EMPLOYMENT HISTORY

2000-2003

Los Alamos National Laboratory
Los Alamos, NM

On a Directed-Assignment: 1/5/2002 – 12/1/2002

U.S. Transportation Security Administration &
Washington Office – Los Alamos National Laboratory
Director of Communications and Public Information

The Transportation Security Administration is the U.S. government agency created following the 9/11/2001 terrorist incidents. This newly established agency oversees all aspects of aviation security including the development of regulations to screen travelers and baggage, as well as cargo shipped via the aviation industry. TSA is also responsible for coordinating security policies and procedures for all modes of transportation. Including rail, truck, marine and interstate pipelines.

Responsibilities: Directly responsible for the establishment and creation of the agency's communications and public affairs apparatus. This included the development of a communications staff strategy, message and positioning program for the agency. Also served as the agency's principal spokesperson with all national and international media. This position oversaw internal communications, consumer education and outreach, stakeholder relations, and media relations.

Director – Communications and External Relations

Los Alamos National Laboratory is the United States' primary institution responsible for the design, development and deployment of the nation's nuclear weapons arsenal. It is also the nation's lead laboratory for scientific and technical research efforts dedicated to detecting and identifying weapons of mass destruction including chemical, biological and radiological. This \$1.7 billion institution employs 10,000 scientists, researchers, security and administration personnel. Approximately one-third of the technical staff members are physicists, one-fourth are engineers, one-sixth are chemists and materials scientists, and the remainder work in mathematics and computational science, biological science, geo-science, and other disciplines.

Responsibilities: This newly created position serves as the senior communications officer for the Laboratory. Oversaw the strategic development and day-to-day direction of the Laboratory's public affairs, government relations and community relations' offices including a staff of 125 and a budget of \$10.0 million. This includes message and image development, and coordination with U.S. Department of Energy, the Department of Defense, and other national security agencies of the U.S. Government.

1999:

PGI, Inc.

Arlington, VA

Senior Vice President - Marketing Communications and Planning - PGI is a full-service event and marketing communications agency with expertise in experiential marketing. It aids organizations in brand development, messaging and positioning by creating strategic communications plans that leverage face-to-face selling and marketing opportunities. Founded in 1994 its client roster includes several dozen of the Fortune 150 companies. Its specialty areas include energy, entertainment, food & beverage, packaged goods, pharmaceutical, retailing and technology companies. PGI has 25 offices around the world including London, Paris, Singapore, and Vancouver. Visit: www.pgi.com.

Responsibilities: Developed an in-house marketing communications function that worked with senior managers of client companies to develop and execute strategic communications programs. Activities include developing product and company launches, marketing communications programs, and public affairs strategies to influence government policy deliberations. Clients included leading technology, retail, and Web/Internet start-up companies.

1998 - 1999:

William J. Kircher & Associates

Washington, DC

Vice President - Client Strategy & Development

William J. Kircher & Associates is a full-service business-to-business advertising and marketing communications agency with expertise in brand development, positioning, and corporate event marketing. Clients have included national trade associations, trade and special events, technology companies, financial institutions, and information service providers. Its owner and principal executive has been a driving force with the company since its inception in 1963. WJK&A is recognized as one of Washington's leading marketing firms capable of promoting and developing strategic plans, advertising and marketing programs for intangible products such as services and events. In 1999 its capitalized billings exceeded \$33 million with a staff of 26 marketing communications strategists, writers, designers, media planners and production coordinators.

Responsibilities: Work with new and existing clients to develop long-range strategic communications and positioning programs. Also oversee all new business development, proposals and presentations. This hands-on position requires working closely with prospective and current clients' senior management, and the agency's media, writing, production, and graphic teams.

1994 - 1998: Three Assignments

Consumer Electronics Association - Nee: Consumer Electronics Manufacturers Association (CEMA)

Arlington, Virginia

Vice President - Communications & Strategic Relationships: 1/97 - 5/98

Vice President - Consumer Electronics Shows (CES®): 1/95 - 1/97

Staff Director - Corporate Communications: 2/94 - 12/95

A fast-paced and creative association, CEMA's primary mission is to expand consumer electronics markets internationally. CEMA is the only trade association representing the legislative, regulatory, technical, and public relations interests of consumer electronics manufacturers in the United States. CEMA works with the Congress, federal agencies, and other interested trade associations to influence government policies that will further develop and enhance the consumer electronics industry. It also sponsors, produces and manages the world's largest consumer electronics trade shows; and is a sector of the Electronics Industries Association (EIA).

Responsibilities: Developed and managed strategic relationships, corporate communications, and public affairs efforts for the entire trade association. This included developing advertising, media relations, online, publishing, and retailer outreach programs that promoted the \$70 billion consumer electronics industry and its products. Positions included considerable public speaking and group outreach activities. Also oversaw all strategic and day-to-day functions of the largest income producing division of the Association - the CES®. 1997 revenues exceeded \$35 million.

1993

Golin/Harris Communications, Inc.

Chicago, Illinois

Vice President: Issues Management-McDonald's Account

Golin/Harris, a part of Shandwick PLC, is among the world's largest independent public relations firms. It works with all aspects of marketing, communications and advertising on behalf of its clients. Clients include McDonald's, Chrysler Corp., Holiday Inn Worldwide, Midas International, Sony Corp., Glaxo, and Nintendo of America.

Responsibilities: Provide counsel and strategic direction to McDonald's media relations, government communications, business/financial communications, international and employment communications departments. Oversaw a staff of nine professionals and a budget of \$2,000,000.

1989 - 1992

Sierra Blanca Development Company, Inc.

Washington, DC, San Francisco, and Mexico City

Co-founder and Vice President for Development and Client Services

SBDC was a strategic communications company founded to serve as a resource for advanced technology, energy, and environmental firms seeking to do business with governments in Asia, Mexico, Eastern Europe, and the United States. SBDC specialized in identifying international marketing opportunities for companies, and establishing lines of communications between industry and governments.

Responsibilities: Develop marketing communications plans for client companies seeking to establish or expand international marketing presence in Asian, eastern European, and Latin American countries.

1984 - 1989: Political Appointment with the United States Government

1988-1989 - Fifth Assignment

The U.S. Department of Energy - Washington, DC

Executive Assistant to the Deputy Secretary

1986-1988: Fourth Assignment

The White House - Washington, DC

The President's Office of Science and Technology Policy
Executive Director

1986: Third Assignment

NASA - Washington, DC

Executive Assistant to the Deputy Administrator

1985: Second Assignment

The ACTION Agency - Washington, DC

Chief of Staff

1984: First Assignment

The White House - Washington, DC

Office of Presidential Personnel

Deputy Associate Director, National Security Programs

SPECIAL ASSIGNMENTS, PRIVILEGES and MEMBERSHIPS

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- Former Member - Board of Directors - Northern New Mexico Council on Excellence in Education
- Former Member - Board of Advisors - WAMU Public Radio Washington DC - Washington's largest NPR affiliate
- U.S. Delegation to the 32nd International Atomic Energy Agency General Meeting, Vienna, Austria
- U.S. Delegation to the Joint U.S. - China Science and Technology Commission, Beijing, China

EDUCATION

B.A. University of Wisconsin - Madison, Wisconsin

JAMES P. THOMAS

(b)(6)

EXPERIENCE

Special Assistant to the Deputy Secretary of Defense (2001-Present)

- Serve as a principal civilian assistant and adviser to the Deputy. Serve as a liaison between the Secretary and the Office of the Under Secretary of Defense for Policy. Conduct special projects and chair working groups at the direction of the Deputy Secretary of Defense.

Principal Drafter and Coordinator, Quadrennial Defense Review (2001)

- On detail to the Immediate Office of the Secretary of Defense, led drafting team for the Quadrennial Defense Review. Formulated QDR terms of reference and defense strategy. Coordinated the QDR and negotiated text with senior representatives of OSD, the Joint Staff, Military Departments, and the Combatant Commands.

Senior Assistant for Strategy, Office of the Under Secretary of Defense for Policy (1999-2001)

- Led a DoD team developing alternative defense strategies and force planning constructs. Advised the Under Secretary of Defense on global naval presence and modifications to US overseas basing arrangements and security cooperation.

Research Associate, International Institute for Strategic Studies, London (1998-1999)

- Selected for one-year OSD detail assignment to conduct research on coalition operations. Served as a senior commentator on US defense policy and programs with European audiences. Organized and chaired conferences and seminars on defense-related topics for the Institute.

Assistant for Counterproliferation, Office of the Under Secretary of Defense for Policy (1995-1998)

- Spearheaded the US counterproliferation initiative at NATO to improve Allied chemical and biological defenses. Managed the work program of the NATO Senior Defense Group on Proliferation. Drafted and negotiated three NATO reports endorsed by Allied Defense Ministers.

Presidential Management Intern, Department of Defense (1993-1995)

- Completed developmental assignments throughout the Department of Defense, including in OSD, the Joint Staff and the Office of Program Analysis and Evaluation.

Research Assistant to Ambassador Paul H. Nitze, Washington (1992-1993)

- Researched and edited Ambassador Nitze's book, *Tension Between Opposites: The Theory and Practice of Politics*. Prepared speeches and opinion editorials.

Analyst, Los Alamos National Laboratory, New Mexico (1992)

- Conducted an analysis of foreign technological and political-military lessons learned by foreign countries from the 1991 Gulf War. Wrote studies on Iran, Iraq and India.

MILITARY SERVICE

Intelligence Officer (Lieutenant Commander), U.S. Naval Reserve (1993 – Present)

- Serve as division head for European naval leadership studies in the Office of Naval Intelligence. Previously served as a watch officer in the National Military Joint Intelligence Center.

EDUCATION

Master of Arts, Strategic Studies & International Economics,
School of Advanced International Studies (SAIS), Johns Hopkins University (1993)

Master of Arts, Foreign Affairs, University of Virginia (1991)

Bachelor of Arts with High Honors, International Relations, College of William & Mary (1990)

PROFESSIONAL AFFILIATIONS

Member, International Institute for Strategic Studies

Term Member, U.S. Council on Foreign Relations (1997-2002)

AWARDS

Department of Defense Exceptional Civilian Service Medal (1997)

John M. Olin Fellowship (1992-1993)

Philip Merrill National Security Fellowship (1991-1993)

German Academic Exchange Service (DAAD) Fellowship (1990)

Koenig-Nimmo Foreign Affairs Senior Prize (1990)

PUBLICATIONS

The Military Challenges of Transatlantic Coalitions (Oxford: Oxford University Press, 2000)

- Study examined the impact of a revolution in military affairs on the ability of Western countries to form coalitions and attain their strategic and operational objectives.

Principal drafter of numerous opinion editorials and articles for senior defense officials.

Tommy T. Thomas

(b)(6)

COLONEL, US AIR FORCE (RETIRED) (DISABLED VETERAN)

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APPLYING FOR: Positions within the Office of the Secretary of Defense (OSD), Veterans Administration (VA), Corporation for National and Community Service and Secretary of the Air Force (SECAF). The positions are:

- **Principal Deputy Under Secretary of Defense for Personnel and Readiness (OSD),**
- **Executive Director Employer Support of the Guard and Reserves, Defense Human Resources Activity (OSD),**
- **Inspector General (VA) Deputy Under Secretary for Memorial Affairs Management National Cemetery Administration (VA)**
- **Deputy Assistant Secretary for Human Resources (VA), Inspector General (Corporation for National and Community Service),**
- **Director Department of Defense Education Activity (OSD)**
- **Deputy Assistant Secretary for Force Management and Integration (SECAF)**

PROFESSIONAL PROFILE:

I am a Senior Executive Leader with tons of Corporate and Federal Human Capital Management experience. Noted in the Department of Defense and Corporate Sectors as Subject Matter Expert (SME) and Luminary on organizational strategic planning, personnel management, contract management, wartime readiness, security operations, organizational solutions, transformation and policy guru. An exceptional leader, mentor, program manager and diplomat with a broad knowledge of human resources, security operations, resource management, mass media and base infrastructure on federal and foreign military installations.

Tommy T. Thomas

RELEVANT EXPERIENCE:

Led, mentored, and developed large groups of personnel, establishing highest levels of mission results and success, creating team synergy, building team commitment and maximizing team strengths. I have built a reputation for reorganizing operations, maximizing efficiency and minimizing costs. My wealth of experience includes the following:

**Human resources management/recruiting/retention
Personnel and compensation program development
Strategic planning and resource/asset management
Program development/implementation/ system integration
Investigation management and findings evaluation
Customer service/resolution management**

What Senior Government Officials have said...Number One Officer in the wing or organization, brilliant at fixing problems and knows how to propel people and organizations to achieve at higher levels with higher standards. The epitome of leader, manager, integrity, commitment, and professional in any task or endeavor he is associated.

SELECTED ACCOMPLISHMENTS:

- **Subject matter expert in the BearingPoint Defense Sector providing strategic guidance on Human Capital Matters, National Security, DoD, Federal and State issues to help agencies improve their performance, accountability and policies.**
- **Over 26 years as US Air Force officer, leading and mentoring large organizations. Proven ability to blend team-oriented leadership with strict accountability for results.**
- **Developed a cultural change strategy for the U.S. Air Force Academy, following allegations of repeated sexual harassment and assaults. Advocated forceful leadership, guiding senior Air Force leaders in these interventions.**
- **Initiated and led the first Air Force-wide Recruiting and Retention Summit, resulting in 210 initiatives later adopted by the Secretary of the Air Force and Chief of Staff, Air Force, in resolving major recruiting and retention problems.**
- **Initiated and negotiated a \$355M Air Force recruiting contract with a new marketing firm—saving \$150M for the Air Force over a five-year period.**
- **Masterminded, conceptualized and implemented the first ever “Integrated Base Defense Plan—later adopted by the Air Mobility Command as a model for the entire US Air Force enhancing base security and readiness and protecting nearly 40,000 base workforce and residents and \$11.7 billion in assets in support of Homeland Defense.**
- **Managed cradle to grave operations in the establishment and set up of a contingency base with a full infrastructure supporting 28 locations in 12 countries throughout Central and Southwest Asia. Efforts received the “most outstanding unit award with Valor” and were recognized as the best base in the Theater of Operations.**
- **For outstanding efforts working side-by-side the Prince of Sultan Oman and the United States Ambassador to Oman in the development and implementation of**

Tommy T. Thomas

internal security measures and for negotiating 40 plus security initiatives, breaking a ten-year cultural barrier, received commendation as a Model Diplomat and World-Class Statesman for the United States Air Force.

- Created a cohesive Human Resources organization as the United States Air Force National Capital Region Director of Personnel. Restructured the Personnel Directorate, reassigned personnel, and revived dormant personnel programs – improving team commitment and maximizing support and service to the White House and higher-level government and military organizations.
- Acknowledged for achieving the highest evaluation ever in base history for the Management Effectiveness Inspection at McChord Air Force Base, yielding 32 out of 39 excellent and outstanding ratings.
- Represented the Air Force in front of congressional leaders to negotiate improved military personnel policies and procedures.

What Senior Government Officials have said “...the absolute best we have....warrior commander....savvy negotiator....world-class manager...superstar in most complex and sensitive personnel activity in AFpacesetter....AF genius on DESERT STORM Stop Loss policy—other services followed—President and SecDef approved....” (from official Evaluations)

Consistent successes as advocate, liaison, negotiator and exemplary organizational leader are his trademarks. Solid professional preparation. Proven ability to direct programs and resources—and deliver outstanding results.

RESULT

- Broke a 10-year logjam, working with Prince of Sultan Oman and U.S. Ambassador to Oman—securing authority for US Air Force to operate a major military base in Oman with fly-over rights, immediately prior to combat in Afghanistan and Iraq.
- Managed a \$134M construction project at McChord Air Force Base from inception to completion. Project was successfully completed three months ahead of schedule.

SENIOR EXECUTIVE DIRECTOR HUMAN CAPITAL STRATEGY BEARINGPOINT MANAGEMENT AND TECHNOLOGY CONSULTING FIRM

Executive Strategic hire in the Public Services practice of BearingPoint Defense Sector a 500 Million dollar line of business where he provides a senior strategic perspective and consultative guidance on Human Capital Management and Department of Defense related issues. He provides guidance on BearingPoint core Human Capital Management solutions model to align, build, equip and enable organizations to critically align their workforce strategically with their missions and instill a result driven workforce. Provide agency leaders a Human Capital Management roadmap to deploy human capital strategy as a link to their business goals through Organizational Design, Workforce Transformation, Human Resource Optimization and Workforce planning. Provided comprehensive guidance on business development, market capture, and branding.

Tommy T. Thomas

RESULT

- **Obtained two Human Capital contracts in the Office of the Secretary of Defense for Personnel and Readiness totaling \$7.5 Million. The contracts includes program management of the Congressionally mandated Sexual Assault and Prevention Response Office and total management of the Equal Opportunity and Diversity Management OutReach Cell Initiatives to better recruit and maintain a diverse workforce in DoD..**
- **Served as a strategic advisor to the BearingPoint Human Capital Solutions teams in the development of a business vision where a comprehensive mobilization plan was instituted for DCIPS and conducted human resources data analyses on duty titles, series and grades as related to NSPS job structures and pay bands.**
- **Collaborated with several federal agencies to implement sustainable and effective compliance programs.**

SENIOR INVESTIGATOR FOR GENERALS AND SENIOR EXECUTIVE SERVICE OFFICIALS

Initiated and pursued investigations of allegations of misconduct against Air Force general officers, senior civilians, and Presidential appointees, as directed by the Secretary of the Air Force, Chief of Staff of the Air Force, and the Air Force Inspector General.

RESULT

- **Coordinated investigative resources and activities by Major Commands, FOA, DRU, and Air Staff organizations to ensure that investigations were being conducted efficiently and effectively.**
- **Conducted one of the most complex and sensitive investigations ever conducted by the Inspector General's office: allegations that cases of sexual harassment and sexual assault at the U.S. Air Force Academy had not been properly or effectively pursued within the Academy—leading to a culture of denial and disrespect in the Academy and its relations with women cadets.**

Prepared and presented reports of investigations to the Secretary and Chief of Staff of the Air Force and the Department of Defense

RESULT

- **Played a major role in convincing senior Air Force leaders that forceful intervention in the structure and culture of the U.S. Air Force Academy was required, in the wake of repeated allegations of sexual assaults and rapes, some of these allegations decades-old.**
- **Worked closely with the Secretary of the Air Force and Chief of Staff and their representatives to develop an intervention strategy that would effectively address the culture of “hear no evil, see no evil” at the Academy, particularly at the upper level of its leadership structure.**
- **Developed a proactive strategy, by which some senior Academy leaders were replaced and the entire leadership and cadet wing were engaged in an intensive**

Tommy T. Thomas

Academy-wide process of education and sensitization to the seriousness of sexual harassment and assault as a problem that has to be addressed effectively at all levels of the Academy's organizational structure and culture.

RESULT

What Senior Government Officials have said Recipient, Legion of Merit (First Oak Leaf Cluster). Praised for "superb ability to conduct difficult, complex Inspector General investigations....consistently produced accurate results...recognized expert in working the most difficult caseshis direction and advice to the senior official investigating officers during the very volatile Air Force Academy sexual assault investigations were of paramount importance in arriving at solid answers...." (from official Evaluations)

COMMANDER

**62nd Mission Support Group — 62nd Airlift Wing
McChord AFB — WA**

Commanded a \$38.7M budget and civilian payroll, and 3,000+ personnel comprising the largest of four groups in the Wing, supporting 13,000+ military and civilian personnel, 124 housing and facility units, 26,000 retirees and dependents.

RESULT

- **Directed the ongoing and shifting work priorities and functional focus of nine squadrons: Aerial Port, Civil Engineers, Contracting, Communications, Civilian and Military Personnel, Security Forces, Services Morale and Welfare, Supply Logistics Readiness and Transportation.**
- **Supported two Wings and various Air Combat Command units, including the Western Air Defense Sector.**
- **Established a new Base in OMAN by directing construction of facilities, contract negotiation for local support through the acquisition of supplies, equipment, and anti-terrorism security measures impacting over 10,000 deployed personnel while executing the United States national security objectives.**

Directed high-stakes, high-profile projects in support of the Global War on Terrorism (GWOT). Led series initiatives at McChord Air Force Base, Southwest Asia and Oman.

RESULT

- **Deployed to Seeb North Air Base, Oman, provided direct mission support for U.S. and Coalition efforts in Afghanistan and Iraq.**
- **Successfully negotiated approval to install state-of-the-art mobile perimeter intrusion detection system and over 40 other security initiatives with Oman's most senior military officials.**
- **Successfully ended a 10-year logjam in obtaining approval from the Government of Oman to enable the U.S. to establish a direct combat support base in Oman, with fly-over rights to Afghanistan and Iraq.**

Tommy T. Thomas

- Successfully negotiated joint training with the Royal Oman Air Force, with explosive ordnance demolition technicians and firefighters.
- Recipient of the Outstanding Unit Award with Valor—praised as running the “best base in Southwest Asia

EVALUATION OF PERFORMANCE

What Senior Government Officials have said “....truly exceptional....tremendous record of success....phenomenal group commander.... won AMC’s Curtis E. LeMay award for Best Services Squadron in 2001....led AMC’s #1 Personnel Reliability Program, 1 of only 2 bases in the AF with zero deficiencies in 5+ years....excels in any environment....masterminded first-ever Air Base Battle Plan protecting people and \$11.7B in aircraft/ resources....negotiated 40-plus security initiatives with Oman’s Senior Military officials; broke 10-year cultural barrier....” (from official Evaluations)

ASSISTANT DEPUTY FOR MILITARY PERSONNEL

Office of the Deputy Assistant Secretary of the Air Force for Force Management and Personnel

Supervisor: Ruby DeMesme: 703-946-2979 may be contacted

Primary policy and program advisor to the Deputy Assistant Secretary regarding all matters related to military personnel, quality of life, readiness, support, and force structure programs. Evaluated compliance, functionality, and performance of existing policies, plans, and programs supporting military and civilian personnel recruiting, training, promotion, and retention operations. Developed new systems, improving program and organizational effectiveness, as well as securing mission readiness. Facilitated appellate functions, policy-making forums, developed congressional testimony, legislative proposals, and policy statements on major defense programs.

RESULT

- **Conducted analyses and formulated specific policy recommendations and statements on recruitment, training, promotions, assignments, retirements, OPSTEMPO, and retention programs. Developed positions and action plans for force structure and resource allocation decisions.**
- **Represented the Assistant Secretary in DoD, Joint, Secretary of the Air Force (SAF), and Air Staff policy-making forums and decision groups. Developed congressional testimony, legislative proposals, posture and policy statements on major Defense and Air Force programs and proposed initiatives.**
- **Initiated and led first-ever Air Force-wide Recruiting and Retention Summit meeting to develop a personnel strategy plan to meet congressional mandated end strength recruiting goals which resulted in 210 actionable initiatives that impacted the ability of the Air Force to recruit and retain talented officers and enlisted personnel.**

EVALUATION OF PERFORMANCE

What Senior Government Officials have said “....outstanding leader and performer...a real pro....natural leader....skillfully worked with OSD....powerful negotiator.... cornerstone in one of our toughest and diverse divisions.... takes on tough issues and will excel anywhere....” (from official Evaluations)

Tommy T. Thomas

**DIRECTOR OF PERSONNEL
HQ, 11th Wing — Bolling AFB
Washington, DC**

Directed all military personnel actions for over 24,000 Air Force personnel assigned to the National Capital Region and over 500 Worldwide locations who were responsible for providing support to the White House, Office of the Secretary of Defense, Joint Chiefs of Staff and other Air Force Elements.

RESULT

- **Provided policy guidance for customers on officer and enlisted evaluation systems, promotions, separations and retirements, quality force, readiness, awards and decorations, Professional Military Education and other professional training.**
- **Developed a new Personnel Strategic Plan for the Wing and led Civilian Personnel and Military Personnel under the Director of Personnel for the National Capital Region at Bolling Air Force Base**
- **Developed a new marketing strategy to recruit the most talented personnel to the 11th Wing.**

EVALUATION OF PERFORMANCE

What Senior Government Officials have said “....visionary thinker—cogently produced Personnel Strategic Plan....outstanding documentcatalyst behind DP’s marketing plan supporting wing’s strategic objective to recruit the best talent to the 11th Wing....senior leadership approved plan....personnel postured for 21st century....hallmark leader....flawless performance....” (from official Evaluations)

COMMANDER

92nd Mission Support Squadron

Commanded a 280-person unit and managed an operating budget of \$1.3M and all programs providing support to 22,800 personnel, family members, and retirees.

EVALUATION OF PERFORMANCE

What Senior Government Officials have said “....outstanding performance as Chair of wing Disaster Control Group during critical hours following hospital shooting and a class A mishap....hard-charging negotiator....masterfully worked the FY94/95 civilian drawdown with zero RIF actions and minimal impact....superb contribution....top one percent in every aspect of the AF....his unit received six ‘Excellent’ ratings out of six major categories....natural leader....” (from official Evaluations)

Tommy T. Thomas

EDUCATION — ADVANCED PROFESSIONAL TRAINING

**MS, National Resource Strategy
National Defense University — 1999**

**MA, Mass Communications
University of Wisconsin-Superior — 1981**

Yale University- Senior Executive Leadership Course 2008

REFERENCES

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