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000 Columbus Circle — Andrews AFB, MD 20762

(210) 000-0000 — xxx@comcast.net

US citizen — SSN 000-00-0000

Veteran's status: Colonel, US Air Force — Veteran's preference: N/A

Highest civilian grade: N/A — Security clearance: **TOP SECRET / SCI / Yankee White**

APPLYING FOR: **Deputy Federal Security Director — Dulles Airport**
Transportation Security Administration, Department of Homeland Security
Announcement number: **TSA-TSES-07-04**

PROFESSIONAL PROFILE:

Leader, Presidential-level aviation security. Direct all security for Air Force One and the entire facility of Andrews Air Force Base. Comprehensive knowledge of aviation security. Proven effectiveness managing people and programs—and consistently getting results. TS/SCI clearance / Yankee White.

- RESULT
- Current position: **Commander, Presidential Support Squadron**, Andrews AFB. Hand-picked to lead the largest non-nuclear security operation in the Continental United States. Also serve as Police Chief for this 6,900-acre Federal installation.
 - **Direct security for Air Force One and all Presidential aircraft**—built a strategic plan under 3 budget accounts, integrating multiple security programs' readiness for emergency response, home station security, and combat capability.
 - **Lead a 673 person-staff** providing security for the President and Vice President, as well as national and international leaders in transit through Andrews AFB.
 - Served as **Deputy Commander** for the Force Protection Battlelab, US Air Force, and also as **Commander**, Expeditionary Security Forces Squadron, Middle East.

Repeatedly selected for high-impact assignments. Directly relevant academic preparation. Broad professional perspective.

- RESULT
- **Commanded security forces at Langley AFB**, a showcase Air Force facility. Strengthened performance throughout this 285-person unit—resulting in recognition as “best” unit by the Air Force Association.
 - **Directed an elite team** of 350 personnel protecting \$20M in combat resources and 5,000 personnel in Middle East—built the security infrastructure for air sorties; planned the use of security forces during defensive ground actions.
 - **MS, National Security Strategy**, National Defense University. MS in Public Administration. BS in Criminal Justice. Graduate, FBI National Academy.

EVALUATION OF PERFORMANCE

“...competitively selected officer to command Presidential Support Squadron....keen insightsbig picture focus....eliminated #1 Air Force One facility vulnerability....big gains....builds winning teams....led security capability analysis....created change management plan....talent, energy, drive....gifted leader....gets job done right.... pioneered interagency/joint training and exercise plan....” (from official Evaluations)

CAREER HISTORY AND HIGHLIGHTS**COMMANDER, Presidential Support and Security Forces Squadron**

316th Security Forces Squadron

Andrews Air Force Base, MD

Dates: 6/05-present**Hours:** 70-90+ per week**Grade:** Colonel**Supervisor:** Xxx Xxxxx: (301) 000-0000 — may be contacted

Hand-picked from a highly competitive process to direct the Presidential security squadron that provides comprehensive security for Presidential aircraft and aviation security operations in and out of Andrews AFB, and the entire Andrews AFB installation—a 6,900-acre facility that requires the largest single non-nuclear security operation in the Continental United States.

Command a 673-person Presidential Support Squadron, providing all security operations for the entire base, as well as aviation security for the President, the Vice President, and domestic and foreign leaders arriving and departing from Andrews AFB.

- RESULT
- Led 40-person protective services detail conducting Distinguished Visitor (DV) operations with Secret Service and DV security details.
 - Managed 220+ Presidential and Vice Presidential security operations, 3,000+ security escorts, and 525+ fly-away executive airlift security missions—all completed successfully, with zero security incidents.
 - Made base-wide improvements in entry control, intelligence dissemination, interagency coordination, and readiness.
 - Initiated an integrated training and exercise program focusing on critical core contingency response capabilities—linked these with wing-level requirements.
 - Praised as: “*....key motivator in high ops tempo....gets job done right....Unit Climate Assessment validated morale best ever....security vision for Team Andrews is being implemented now....encompasses AEF, DVs, POTUS....*”

Coordinate with the White House Military Office and US Secret Service on a broad range of security operations and training exercises.

- RESULT
- Initiated and conceptualized formation of an Air Force One Security Working Group—successfully integrated a diverse group of organizations into a cohesive team to focus on the security needs of Air Force One. Led to more effective and efficient interagency response.

Administer the Yankee White security clearance program in support of the Presidential Security Program and all clearances required for personnel involved in this program.

- RESULT
- Dramatically increased the number of cleared personnel for Presidential Support Program operations—raised this number by 75%—by introducing a series of business process improvements that accelerated the clearance process.
 - Significant positive impact on mission capability by enabling a greater number of cleared people to be brought into the program more quickly than had ever been possible under the previous system.

Introduce ‘best practices’ and other management innovations to increase performance effectiveness and operating efficiencies throughout the organization.

- RESULT**
- Advocated and implemented a new scheme of security defense—won buy-in and support of senior leadership base-wide, despite the fact that the new scheme imposed increased demands on all levels of command.
 - Praised as a change agent who improved security operations by creating a new strategic action plan and vision that transformed the unit—recognized by the Major Air Command (Region) as “Best In Command.”

EVALUATION OF PERFORMANCE

“...gifted leader....builds winning teams!....expertly blended AF largest contract guard force....resourceful! Procured \$93K in individual equipment; security force now fully equipped....major boost to readiness....dog teams provided worldwide POTUS and DV detection support....customer focused....tenacious problem solver....all the right skills....”

DEPUTY COMMANDER, Force Protection Battlelab

US Air Force

Lackland AFB

San Antonio, TX

Dates: 6/04-6/05

Hours: 60+ per week

Grade: Lieutenant Colonel

Supervisor: Col Xxxx Xxxxx: 000-000-0000 — may be contacted

Deputy Commander for one of seven Air Force battlelabs. Directed all daily operations in this highly selectively staffed unit of 48 cross-functional experts responsible for designing and developing initiatives that impact the overall security of US and Allied forces deployed on assignments worldwide.

- RESULT**
- Managed the design and development of ideas, plans and operational systems and structures to strengthen force protection.
 - Led a series of Force Health Protection initiatives, focusing on pest diseases and medical requirements in a combat environment—many of these initiatives have been adopted for use in the war on terrorism.
 - Developed the Battlelab’s annual budget—made determinations as to which future force protection initiatives would be funded.
 - Advised senior leaders on specific priorities for protecting the warfighter—met directly with senior leaders to outline the potential of each of priority.
 - Determined which concepts had merit within the spectrum of fiscal realities and warfighter needs, and prioritized them for funding within the budget
 - Hand-picked by functional General Officer to direct a comprehensive analysis of the transformation of the Security Forces career field—this effort was praised in an official evaluation: *“his transformation plan is revolutionary and more relevant to [Combatant Commanders]—CSAF says ‘This is long overdue.’...”*

Developed leadership innovations and structural interventions to overhaul operations that were being considered as new systems for protecting US Forces worldwide.

- RESULT**
- Completed a series of major organizational, mission, training, equipment and capabilities analyses of the Security Forces career field—resulted in a broad new change management plan for improved combat capability.
 - Designed a new \$4M blast effect model for presentation to the Congress—this design was fielded by Pacific Command Special Operations Forces for use in direct action for blast mitigation.
 - Selected to serve as alternate government advisor for the prestigious Defense Science Board—provided guidance on Force Protection strategies.
 - Pioneered the first tri-battlelab initiative—leveraged \$2.3M to link Unmanned Aerial Vehicles (UAVs) and Command and Control (C2) node to provide stronger detection of enemy presence.
 - Prepared a much needed long-term vision for future contracting actions and overhauled the process for task orders and site support.
 - Designed a plan to restructure the Modeling and Simulation Division—created internal leadership leverage enabling this division to maximize the effectiveness of other initiatives.
 - Evaluated as: *“outstanding, high impact leader....makes things happen the right way....legendary accomplishments at Force Protection Battlelab in contracting actions, campaign plans, budget, Modeling & Simulation, on and on....proven leader....superior team builder....gets it done!”*

COMMANDER, 379th Expeditionary Security Forces Squadron

Air Combat Command

US Central Command Area of Responsibility

Dates: 6/03 - 6/04

Hours: 100+ per week

Grade: Lieutenant Colonel

Supervisor: Colonel Xxx Xxxx: xxx@ramstein.af.mil — may be contacted

Managed and led a 300-person staff and 200+ security projects across the entire CENTCOM Area of Responsibility (AOR).

- RESULT**
- Coordinated force protection intelligence and threat analyses.
 - Worked with other US Military and Department of State (DOS) officials, securing key infrastructure, military assets, and personnel.
 - Credited with having *“fixed”* the Higher Headquarters mission tasking process, enabling priorities to be matched with assignments in a more coordinated and coherent manner.
 - Credited as *“catalyst bringing Force Protection Airborne Surveillance System (FPASS) online....vital to security....”*
 - Evaluated as *“heartbeat of largest Security Forces squadron in the AOR....main engine driving an improved threat assessment....terrorist tactics prioritized....”*

Provided executive liaison in aligning security measures with other agencies and host nation resources in providing security for US Forces in Middle East.

- RESULT
- Served as Air Force liaison and lead representative, aiding US Military as well as US Embassy officials on a wide range of security concerns.
 - Successfully negotiated host nation approval to conduct joint coalition off-base patrols—minimized risks of stand-off attacks to a key airfield.

Directed a series of security initiatives designed to increase the personal and collective security of US Forces across CENTCOM's Area of Responsibility (AOR).

- RESULT
- Credited with having *“debugged escort procedures....enabled construction projects valued at more than \$122M to continue unhindered....”*
 - Oversaw management of largest security sensor system in the AOR, considered a critical node in force protection and asset defense.
 - Originated a \$2.9M entry control project—credited with having “immeasurably improved” base access control and reduced the risk of explosives attacks.
 - Directed the Emergency Operations Center for Operation Enduring Freedom (Afghanistan) Operation Iraqi Freedom, and other key operations in the Global War On Terrorism (GWOT).

ADVANCED STUDENT

National War College

Fort McNair

Washington, DC

Dates: 7/02-6/03

Hours: 50+/-week

Grade: Lieutenant Colonel

Supervisor: MG Xxx Xxxx: (202) 000-00000 — may be contacted

Successfully completed this rigorous curriculum in National Security Strategy and related topics. Competitively selected for this opportunity to complete a 10-month Master's degree program of study addressing key national security issues.

- RESULT
- Earned an MS in National Security Strategy.
 - Selected a curriculum of electives focused on Homeland Security.
 - Traveled to Lithuania, Ukraine and Poland as part of the Field Studies program. Met with military and other government leaders in each of these nations, developing a detailed understanding of their roles in the GWOT and other international security initiatives.
 - Evaluation: *“performance was superb....sound analytical skills and rock-solid operational background with Security Forces....thorough understanding of the issues affecting and underpinning US Homeland Security efforts....”*

TRAINING MANAGER, Office of the Joint Chiefs of Staff

Directorate of Operations, J-3
Pentagon — Washington, DC

Dates: 6/00-6/02

Hours: 40-55+/week

Grade: Lieutenant Colonel

Supervisor: CAPT Xxx Xxxx: (703) 000-0000 — may be contacted

Developed and managed DoD antiterrorism (AT) training programs used in providing security for DoD personnel and their dependents worldwide. Also managed training programs used to provide security for DoD contractors, facilities, and materiel assets worldwide.

- RESULT**
- Developed and implemented AT-related training initiatives and guidance used by DoD personnel, their dependents, and DoD contractors.
 - Hand-picked for J-3 Tiger Team—developed initial assessment criteria for Higher Headquarters, seaports and airfields— “*....identified critical vulnerabilities....reduced risk to personnel of attack....*”
 - Clearly assessed situation during and immediately following the attacks of 9/11 and responded to the Alternate National Military Control Center to establish force protection command and control while awaiting arrival of the main body.
 - Project manager for \$10M AT program management guide—provided enterprise-wide operational risk, prioritized requirements based on criticality, reduced vulnerabilities, and improved readiness while also saving millions of dollars in DoD training funds.
 - Independently managed an \$800K national award-winning, computer-based AT training initiative for DoD—provided 3 million defense community personnel with basic skills in anti-terrorism; successfully negotiated buy-in on content across all US Armed Forces.
 - Led unit to zero findings and zero recommended improvements during key Inspector General evaluation—credited with “*....superb leadership...*”

Provided strategic perspective and advice to senior leaders regarding the most effective methods to use in developing new training programs to meet the new threat environment.

- RESULT**
- Authored comprehensive revision of DoD Instruction 2000.12H—credited with having managed a “*huge effort....resolved major conflict and kept us on course....*”
 - Refocused weapons training from Cold War paradigm to 21st century expeditionary forces concept.
 - Recommended improvements to Defense Personnel Security Research Center Security Guide—advised Defense Attache School and Defense Finance Accounting Service (DFAS) on these efforts.
 - Credited with having “*brilliantly advised SecDef’s AT/FP manager on AT training....driving force in success of the program....*”

COMMANDER, 1st Security Forces Squadron

Air Combat Command — Langley AFB, VA

Dates: 06/98-06/00**Hours:** 70+/week**Grade:** Major – Lieutenant Colonel**Supervisor:** Colonel Xxx Xxxx: (703) 000-0000 — may be contacted

Provided comprehensive leadership of 275 personnel providing force protection for \$4.5B in DoD assets and a 75,000 person community at one of the Air Force’s ‘flagship’ installations, often used as a showcase wing during visits by domestic and foreign leaders.

- RESULT
- Credited with having “*dramatically improved*” unit core training, despite facing the highest operational tempo in the entire Wing.
 - Designed a “*creative solution to firing range closure*”—obtained firing slots at a nearby Army installation, enabling three shifts per day in shuttle structure, thereby reducing training shortfall by 2/3.

Provided successful turnaround management of this squadron, which had previously been regarded as an under-performing unit.

- RESULT
- Led squadron to be voted by peer commanders at Langley AFB as the best unit on the entire base. Introduced innovations leveraging the use of the IT resources to improve and accelerate training effectiveness—“*...new automated badging system cut processing time 80%, costs 70%....*”
 - Assisted in saving \$50K in data automation initiatives.
 - Evaluated as: “*model squadron commander....took tired, low morale unit to award winning levels in one year....*”

ADVANCED STUDENT, Air Command and Staff College

Maxwell AFB, AL

Dates: 07/97-06/98**Hours:** 40-50+/week**Grade:** Major**Supervisor:** Brigadier General Xxx Xxxx: (334) 000-0000 — may be contacted

Competitively selected for, and successfully completed, advanced residential program providing in-depth education in advanced military strategy and operational concepts.

- RESULT
- Earned seminar’s “*best briefing*” during the War and Conflict course.
 - Praised for having developed a pair of papers that “*shed important light on today’s force protection concerns.*”
 - Evaluated as “*superb performer as the JAG during Tandem Challenge, a joint staff operational-level warfare simulation exercise....his leadership was crucial to the seminar developing a viable air plan that integrated many of the concepts learned throughout the entire academic school year....conducted extensive airbase defense research....produced two highly original and thought-provoking analyses of German and British operations in the Mediterranean....keen ability to find individuals’ strengths to build a focused, positive team....*”

PRIOR AIR FORCE CAREER — 1985-1997

Exhibited consistent professional excellence in assignments at Air Force installations worldwide. Assignments included:

- **Executive Officer**, Headquarters Air Force Security Police Agency — Kirtland AFB
- **Commander**, Security Police Squadron, RAF Chicksands, UK
- **Chief, Contingency Plans**, Security Programs, Ramstein Air Base (AB), Germany
- **Commander**, Special Security Squadron — Ramstein AB, Germany
- **Assistant Operations Officer**, Security Police Squadron — Ramstein AB, Germany
- **Shift Commander**, Security Police Squadron — Ramstein AB, Germany
- **Shift Commander**, Security Police Squadron — K. I. Sawyer AFB, MI

While serving at Ramstein AB, directed all security for the 1988 Flugtag, the largest air show and aviation pen house in Europe.

- RESULT • Selected as the US Air Force’s #1 Security Forces professional—among 32,000 Air Force peers—based on my directing first responder efforts after a mid-air collision at the 1988 Flugtag air show, the largest such event in Europe.

EDUCATION — ADVANCED PROFESSIONAL TRAINING

MS, National Security Strategy

National Defense University — Fort McNair, Washington, DC

MS, Public Administration

Troy State University — European Division

BS, Criminal Justice

West Chester University — West Chester, PA

FBI National Academy — Quantico, VA

AWARDS

Bronze Star — “...while serving in a forward-deployed location under high threat of terrorist attack, COL Hutchens displayed exemplary and inspired leadership while providing security simultaneously for the largest and most diverse air expeditionary wing in the United States Air Force, and the Combined Air Operations Center, in during support of Operations ENDURING FREEDOM and IRAQI FREEDOM and Joint Task Force, Horn of Africa....developed a campaign plan to improve airfield security, transforming the entire security posture....resulting in no successful attacks on his watch....”

Joint Service Achievement Medal — *“....designed, negotiated, and propelled the implementation of a web-based Level I Antiterrorism Training Program that has enhanced vital force protection awareness for over 180,000 soldiers, sailors, airmen, marines, and civilians.... that exceeds all Department of Defense standards....”*

Billy Jack Carter Award — *“#1 security forces member of 32,000....his prior coordination and security planning paid off when an aerial demonstration accident culminated in a disaster....he ensured all actions were properly accomplished with one goal in mind, to restore calm after bedlam...”*

Air Force Outstanding Unit Award with Valor

Meritorious Service Medal — 6 awards

Air Force Commendation Medal — 2 awards

SECURITY CLEARANCE

Cleared for Top Secret information, granted access to SCI by AFCAF, based on SBPR completed 18/05/2005 by DSS; Yankee White.

SIGNATURE

I certify that, to the best of my knowledge and belief, all of the information on and attached to this application is true, correct, complete and made in good faith. I understand that false or fraudulent information on or attached to this application may be grounds for not hiring me or for firing me after I begin work, and may be punishable by fine or imprisonment. I understand that any information I give may be investigated. You are hereby authorized to contact my present supervisor.

Signature: _____

Date signed: _____