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PROFILE

Defense budget architect. Guided preparation of the 6-year US Air Force budget, valued at \$520B. Extensive professional network across the Defense Community.

- In-depth knowledge—both content and process—of the Air Force’s long-range corporate planning. US Air Force Major General, retiring January 2002.
- Served as **Assistant Deputy Chief of Staff for Plans and Programs, US Air Force.** Directed the process of building the entire 6-year Air Force Budget Program—integrated its planning with programming across the full Future Years Defense Program.
- Drafted testimony for the Secretary of Defense and other DoD and Air Force leaders. Extensive briefing of and liaison with top-tier Defense leaders.

Proven CEO-level leadership. In-depth knowledge of air, space, and satellite issues, as programmed across the Department of Defense.

- Principal advisor on US Military Satellite Systems to regional Commanders in Chief. Invited to address the 2001 US Army Conference on Missile Defense.
- Commanded the largest, most complex Wing in the Pacific Air Forces—responsible for the defense of North America—managing \$2B in assets and \$104M annual operating budget for this 6,000-person organization headquartered at Elmendorf AFB, Alaska.

“...savvy and expertise...steeped in air and space....mastered myriad issues comprising the AF Program....masterfully defended it to OSD....” (from official Evaluations)

RESULTS

DEFENSE COMMUNITY EXECUTIVE — PROGRAMMING AND BUDGETING

Spearheaded the new Air Force corporate process used in building the POM for FY02.

Represented the Air Force throughout the budget review process.

- RESULT
- Integrated the \$520B Air Force Program throughout the Future Years Defense Program. Generated \$8.2B in budget increases for FY02. Identified priorities that strengthen the Air Force’s corporate posture.
 - Directed work on three budgets simultaneously: the FY01 Supplemental submission to OSD, the FY02 Air Force Budget Submission Estimate (BES), and the Air Force FY03 APOM process.
 - Directed preparation of the POM included in the President’s FY02 budget, praised by DoD leaders as *“the best seen to date.”*
 - Built a process resulting in the Air Force receiving over 25% of DoD’s total budget allocation—the first time this had occurred.

Directed operations at Cheyenne Mountain Command Center and U.S. Space Command.

- RESULT
- Helped brief US Air Force Chief of Staff in preparing recommendations for the US Space Commission, then chaired by Donald Rumsfeld.
 - Extensive involvement in space-related programs throughout the preparation of the Air Force budget.

1999-12/01

Assistant Deputy Chief of Staff: Plans and Programs

Headquarters US Air Force — Pentagon — Washington, DC

Integrated the \$520B Air Force Program throughout the Future Years Defense Program.

Directed a 235-person staff in managing the preparation of all US Air Force budgets.

- RESULT**
- Developed the Air Force Vision and long-range strategic plan. Built the POM, balancing readiness, infrastructure, modernization, and people.
 - Developed a process resulting in the Air Force receiving \$6.5B of the DoD \$18B FY01 Supplemental Appropriation—the first time Air Force had received over 25% of DoD’s budget allocation.
 - Won an \$8.2B increase for FY02 above FY01. The final FY03 APOM generates a \$74.5B plus-up across the Future Years Defense Program, compared with the President’s Budget.

1996-1999

Director of Operations / Director of Plans, NORAD

United States Space Command — Petersen AFB, Colorado

Led the operations of the U.S. Space Command and three component commands: the 14th Air Force, the Naval Space Command, and the Army Space Command.

- RESULT**
- Led creation of a Shared Early Warning plan with Japan and Korea, following an attempted space launch by North Korea.
 - Represented the Chairman, Joint Chiefs of Staff, in leading a special task force to build a joint warning system to share information with Japan and Korea. Successfully advocated to obtain funding for this plan. Convinced regional Commanders in Chief to enable plan to proceed without interference at each step in the path of information flow.

1993-1996

Director of Plans — Headquarters Pacific Air Forces — Hickam AFB, Hawaii

Directed planning, programming, structuring and staffing for all Pacific Air Forces.

Senior advisor on Foreign Military Sales to Commander in Chief, Pacific Air Forces.

- RESULT**
- Successfully advocated for more funding, generating annual increases of 7% and 10% at a time when the overall Air Force budget was flat.

1990-1993

Commander — 3rd Wing, Pacific Air Forces — Elmendorf AFB, Alaska

Built and commanded the largest composite organization in the Pacific Air Forces.

Directed a \$104M operating budget, with 6,000 personnel managing \$2B in assets.

- RESULT**
- Won major awards as the best single base in the US Air Force, 1993. Provided 1,900+ combat training sorties for US and Allied Air Forces.

1969-1990

Successfully completed leadership assignments at Air Force installations worldwide. Served as **Commander, NATO Aggressor Squadron** during Cold War—trained NATO units in Soviet and Warsaw Pact air-to-air threats, in order to counter Soviet tactics and technologies.

EDUCATION

National Security Leadership Course — Syracuse University; Johns Hopkins University
MS, Business Management — Southern Illinois University
BS, Agricultural Economics — Southern Illinois University