

**Dennis M. McCarthy**

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**Education**

University of Dayton BA 1967

Capital University Law School JD 1975

- Admitted to practice in Ohio (State and Federal Courts) and before the U. S. Supreme Court

**Employment**

1967 – 1978: Active duty, U. S. Marine Corps (including combat service in Vietnam)

1978 – 1999: Private law practice, Columbus Ohio (while maintaining an active career in the Marine Corps Reserve that included multiple re-calls to active duty)

- Adjunct Faculty member, Capital University Law School
- Lecturer at National, State and local continuing legal education programs
- Author of law-related articles and text book chapters
- Board member of numerous professional associations and societies
- Military assignments:
  - Infantry commands
  - Commander, Joint Task Force Chile
  - Commanding General, Marine Corps Reserve Support Command
  - Deputy CG, First Marine Expeditionary Force
  - Commanding General, Third Marine Division, Japan
  - Member, Reserve Forces Policy Board

1999 – 2005: Active duty, U. S. Marine Corps

- Director of Operations and Plans, U. S. Atlantic Command, Norfolk, VA
- Director of Reserve Affairs, Headquarters U. S. Marine Corps
- Commander, Marine Forces Reserve, New Orleans, LA
  - Concurrently assigned as Commander, Marine Forces North, New Orleans, LA/Colorado Springs, CO
- Senior Marine Officer in the Gulf Coast region; frequent host or representative of the Commandant at civilian and military events

2005 – Present: Executive Director, Reserve Officers Association of the United States (One Constitution Ave. NE, Washington, D.C.)

- Member of the Board, Rivada Networks (a privately held defense contractor)
- Vice Chairman of the Board and Lead Director, Medifast Inc. (MED)
- Leader in Residence, Franklin University Leadership Center

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**Employment summaries**

Private law practice: I was a partner in several firms. I practiced exclusively in the area of civil litigation on behalf of plaintiffs in tort and contract cases. I was an active member of the Ohio Academy of Trial Lawyers, the Association of Trial Lawyers of America, and the American Board of Trial Advocates.

U. S. Marine Corps: I was an active “traditional reservist” in various infantry units and was recalled to active duty for Desert Shield/Desert Storm and on several subsequent occasions. From 1984 until my retirement in 2005, I was privileged to command eight (8) different Marine Corps or Joint organizations for a total of 161 months. My focus in each of those commands was accomplishing assigned missions by supporting the people and their families who comprised the real strength of the organization. I returned to full time active duty in 1999 and was in the original group of 3-star reserve chiefs. I was the first Reserve to command Marine Forces Reserve.

Reserve Officers Association: Immediately after giving up command of the Marine Corps Reserve in 2005, I became Executive Director of ROA. This 67,000 member organization is chartered by Congress to “support and promote ... a military policy for the United States that will provide adequate national security.” In this capacity I have provided input to Congress and the Department of Defense on issues of importance to the sustainment of the all volunteer force, an effort in which the reserve components play an indispensable role. I have published a number of articles on issues important to the Reserve and National Guard, and have worked closely with the Commission on National Guard and Reserves and other groups studying reserve component issues.

I can provide references upon request. I am anxious to explore the possibility of serving at this critical time in our nation’s history.

(Anthony R. Martoccia)

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## Profile

- Chief Advisor to the Administrator, Small Business Administration, on implementation of policies and procedures for all federal small business contracting programs.
- Over 30 years' results-oriented executive leader and expert in Federal contracting and administration.
- Extensive experience leading the procurement of multi-billion dollar, complex, cutting-edge acquisitions including NASA's Space Science research program and Information Technology; Department of Transportation's Intelligent Transportation Systems; and Army's Night Vision program.
- Proven effective at saving millions of dollars annually by implementing innovative cost-saving solutions and practical procurement policies and procedures.
- Recognized on many occasions for successfully resolving sensitive and highly controversial issues.
- Extensive experience managing programs, business practices, policy and budgets, cost control, and strategic planning including determinations regarding the potential cost savings of "contracting-out" government services.
- Actively supports the President's Management Agenda.
- Federal Senior Executive Service (SES).
- Army Veteran and Army Reserve Officer assigned as a manager to the Defense Logistics Agency and the Army Material Command.

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## Professional Experience

U.S. Small Business Administration (SBA)  
Washington, D.C.

FEB 2006 to Present

*Associate Administrator*  
*Government Contracting and Business Development*

Serve as Chief Adviser to the Small Business Administrator on implementation of policies and procedures for the Office of Government Contracting and Business Development, which oversees all federal small business programs and policies including the Veterans, 8(a) Business Development, HUBZone and Women's program.

- Responsible for providing direction, oversight, and policy of all federal small business contracting programs.
- Represent the Administrator in negotiations with other Government agencies regarding all small business issues including departmental goals and policies.
- Work under the general direction of the Administrator and independently plan, direct and coordinate assigned programs that will meet the Administrator's goals for advancement of all federal small business contracting programs.
- Developed re-certification policy and small business scorecard to significantly enhance small business opportunities throughout the federal marketplace.
- Developed Departmental partnerships with agencies for streamlining the 8(a) contracting process.
- Responsible for oversight and policy for the Small Business Innovative Research Program.

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**U.S. Department of Transportation (DOT)**  
**Washington, D.C.**  
***Chief, Contract Operations***

**1988 to 2006**

Serve as Division Chief for Acquisition Operations of the Federal Highway Administration. Manage and supervise a professional staff of over 50 contract specialists and administrators engaged in the procurement and oversight of a full spectrum of acquisition and contract administration duties. Enable the agency to achieve its mission by resolving complex and sensitive multi-million dollar acquisition issues and overseeing division policy and organizational strategy and objectives. Manage an annual procurement budget of over \$500 Million. Responsibilities are as follows:

- Direct a full range of pre and post award activities for agency's most visible, multi-million dollar programs for the development of nation-wide, state-of-the-art, Intelligent Transportation Systems, Information Technology, Professional Services, and Assistance Partnerships.
- Represent agency at senior level meetings and interact regularly with Congressional staff, political appointees, state and local government officials, and Presidents of large corporations and small and disadvantaged businesses in order to build consensus on complex and controversial issues.
- Develop procurement strategies to obtain best value including determination of full and open competition and set asides for small or disadvantaged businesses.
- Served as a task leader on Secretarial detail to "overhaul" the FAA acquisition policies/procedures and established new procurement policies and competitive procedures. Task force results were approved by Congress and implemented by FAA.
- Appointed by the Assistant Secretary for Budget and Programs to analyze the impact of DOT's proposed reorganization on the Department's \$50 billion budget.
- Established new interagency procedures to improve accountability and measure results for research funded at the Volpe Transportation Center. The Office of the Secretary implemented the new process across all transportation agencies.
- Selection Official on all acquisitions over \$10 million.
- SES Certified

**NASA Headquarters**  
**Washington, DC**  
***Chief, Acquisition Branch***

**1980 to 1987**

Served as Branch Chief responsible for the procurement of unique space science research, information technology, technology transfer, engineering services and state-of-the-art equipment. Directed a staff of 20 professional with an annual procurement budget of approximately \$1 billion. Determined procurement strategies, best value analysis, cost benefit trade offs, and resolved protests and disputes. Responsibilities were as follows:

- Served as contracting officer and acquisition manager of many large-scale technical programs. Worked closely with senior management and program managers to prepare agency's response to Congressional inquiries, procurement strategies and selection of contractors.
- Determined "best value" selections for large acquisitions.
- Devised and implemented a multi million dollar joint venture agreement between NASA and the University of Hawaii for the construction and operation of the Infrared Telescope Facility.
- Monitored and approved the accuracy and conformance of contract documentation in accordance with applicable Federal and Agency regulations.
- Worked closely with Congressional staff and partnered with Small Business Administration officials and CEOs of prominent companies to revise fundamental policy to enhance contracting opportunities for 8(a) or small and disadvantaged businesses, resulting in saving the government and small disadvantaged businesses many millions of dollars.



U.S. Department of Defense  
Washington, D.C.

1972 to 1979

*Senior Contract Specialist and Contract Price Analyst*

Served on active duty and civilian at the U.S. Army Electronics Command and the Office of Naval Research. Responsible for analyzing contractor proposals to determine fair and reasonable price. Reviewed and approved indirect rates for commercial companies and cost accounting systems. Led multi-agency teams in setting objectives and negotiating overhead, fringe benefits, and general and administrative costs for companies with contracts, grants, and cooperative agreements with many government departments and agencies.

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## Honors and Awards

U.S. Department of Transportation Secretary's  
Reinvention Award for leading implementation  
of performance based contracts.

Graduate Federal Executive Institute

Distinguished Military Graduate (ROTC)

Federal Highway Administrator's Award for  
innovative and cost-saving acquisitions for the  
Intelligent Transportation Systems Program.

Commanding Officer's Special Service Award for  
innovative negotiations and significant cost  
savings for major system acquisitions.

Certified Senior Executive Service (SES)

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## Education

M.A. (Management); Central Michigan University; Mount Pleasant, MI; 1977

B.A. (Political Science); University of Nevada; Reno, NV; 1972

A.A.S. (Electrical Technology); State University of New York; Morrisville, NY; 1969

**Ryan D. McCarthy**

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**EXPERIENCE**

**United States Department of Defense**

***Advisor to the Special Assistant to the Secretary of Defense***

**Washington D.C.**

***May 2007-Present***

Member of the immediate staff of the Secretary of Defense. Responsibilities include policy development and coordination with the White House, US Congress, and senior officials throughout the entire National Security apparatus.

- Represented the Secretary on a four man assessment team to investigate the utilization of contractors in Iraq and Afghanistan. The team conducted an end to end review and re-wrote the management and oversight policy for contractors accompanying the force.
- Advised the Secretary on Intelligence, Surveillance, and Reconnaissance employment in the Central Command Area of Responsibility to support Operation Fardh Al Qanoon ("Secure Baghdad" or "The Surge") and the Afghanistan Theater.
- Supported The Special Assistant in budget analysis of the Base and Supplemental Budgets (FY 08 and 09) and provided recommendations for strategy prior to submittal to the Congress

***Special Assistant to the Undersecretary of Defense for Acquisition, Technology, and Logistics***

***Oct 2006 –May 2007***

Senior civilian advisor to the chief procurement and logistics executive of the Department of Defense. Responsibilities include policy development and coordination with Joint Staff and the uniformed services acquisition leaders on procurement and logistics decisions for the entire Department of Defense.

**Committee on International Relations, U.S. House of Representatives**

***Professional Staff Member***

**Washington D.C.**

***Nov 2005 – Oct 2006***

Floor assistant and aide to the full committee Chairman, Congressman Henry J. Hyde (6-IL). Contributor to foreign policy development for the Middle East, Central Asia, and Africa.

**HSBC North America**

***Vice President, Partner Relations***

**Prospect Heights, Illinois**

***Nov 2004 - Sept 2005***

Strategic manager to Komatsu America for their Private Label Credit Card Program in HSBC Business Solutions. Manage all P & L responsibilities of the program, including marketing, channel development, and product profitability.

The program achieved \$50mm in volume.

***Assistant Vice President, Business Development***

***March 2002-Oct 2004***

Member of divisional business development team that sourced, structured, and negotiated long term financing programs, focusing on Fortune 500 firms with \$100mm+ debt portfolios.

Deal highlights:

American Suzuki Motor Corporation, resulting in \$485mm incremental new receivables and 5 year projected net income of \$70mm.

MAC Tools Incorporated, a subsidiary of The Stanley Works, resulting in \$54mm in new managed receivables and \$3mm in net income. The deal also brokered a cross-sell for HSBC's Corporate Finance Unit to participate with a \$35mm commercial line to Stanley's 2005 revolving

credit facility and established a foreign exchange line for the repatriation of capital for Stanley's Asian operations in Thailand, China and Taiwan.

**75th Ranger Regiment, U.S. Army Special Operations Command**

***Captain (Assistant Battalion Liaison Officer and Platoon Leader)***

**FT. Benning, GA.**

***Nov 1999 - Feb 2002***

Participated in combat operations in Afghanistan after the September 11th terrorist attacks to support Operation Enduring Freedom One. Embedded liaison for Ranger element in joint combat missions with the Special Mission Units of Joint Special Operations Command.

Platoon leader with direct responsibility for all aspects of the training, guidance, health, welfare, and morale of 40 Army Rangers, \$8mm worth of equipment and having the requirement for no-notice combat deployment anywhere in the world.

**3d Brigade Combat Team, 3<sup>rd</sup> Infantry Division**

***1<sup>st</sup> Lieutenant, (Company Executive Officer and Platoon Leader)***

***Sept 1997 - Nov 1999***

Company Executive Officer with direct responsibility for the training, guidance, health, welfare, morale and maintenance of 120 men and \$32mm worth of assets.

Platoon leader with direct responsibility for all aspects of the training, guidance, health, welfare, and morale of 35 soldiers, having the requirement for no-notice combat deployment anywhere in the world.

**Virginia Military Institute**

***2<sup>nd</sup> Lieutenant (Aide de Camp)***

**Lexington, VA**

***Jan 1997 - Aug 1997***

Aide de Camp to the Director of Assimilation for Women.

Advisor on the formulation of doctrine and institutional policies for the first co-educational class in the history of the school (*Supreme Court Case -United States v. Virginia et al. (94-1941), 518 U.S. 515 (1996).*

**Education**

**Virginia Military Institute, B.A., History.**

**1996**

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# MICHAEL J. McCORD

## CONTACT INFORMATION

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### Transition Team Address:

From November 17 through December 12, 2008, I will be on detail away from my Senate office and can be more easily reached at:

Telephone: (b)(6)

E-mail: (b)(6)

**POSITION SOUGHT:** *Under Secretary of Defense (Comptroller), Department of Defense.*

I believe I could be most helpful to the Obama Administration working with the Secretary of Defense to make the "big-picture" tradeoff decisions required to balance the U.S. defense program's priorities and shortfalls, including providing expert analysis of the costs of proposed force structure, compensation, or weapons programs initiatives, and working with OMB and the Congress to integrate defense funding needs into government-wide national security and budget plans.

**AREAS OF EXPERTISE:** 24 years of experience in defense budget and program analysis, the federal budget process, the interaction between defense spending and the overall federal budget, and projecting war/disaster supplemental costs; 12 years of experience in military basing and installation issues including military construction, base closure, housing and utility privatization; 9 years of experience in military readiness, training, and equipment maintenance issues.

## SOME ACHIEVEMENTS

- I carried out the program and budget review work and developed the five-year defense budget authority and outlay levels to fund the post-Cold War strategy Senator Sam Nunn proposed in 1990, which was incorporated into the 1990 budget summit agreement as the guide for the post-Cold War defense drawdown. In carrying out this analysis, I performed a quick-turnaround, scaled-down solo version of the DOD program and budget cycles.
- I created the legislation setting forth the terms of the public-private competition for tens of thousands of aircraft maintenance jobs at the Kelly and McClellan Air Force Bases affected by the 1995 base closure round, in a way that was fair to and accepted by both public and private sectors, in lieu of the privatization-in-place proposed by the Clinton Administration.
- Working over five years with Senators Levin, McCain and Robb, I was the lead author and Senate negotiator of the legislation creating the 2005 base closure round.

- I was the lead Senate staff negotiator for the enactment, in the FY2001 defense authorization bill, of the Energy Employees Occupational Illness Compensation Program, a new benefit for Department of Energy employees exposed to radioactive or other hazardous substances as part of their work for the government. During this complex negotiation I worked extensively with the Energy and Health, Education, Labor and Pensions committees.
- I was the lead author of the September 2003 House Budget Committee Democratic staff analysis that estimated the potential long-term cost of the war in Iraq, including occupation and reconstruction costs, under three different scenarios.
- I co-authored legislation setting out procedures under which the Department of Defense privatizes its utility systems and in 2000 I negotiated an update to this legislation which rejected a House proposal to eliminate competition in the privatization of these systems.
- I drafted legislation that directed, and provided oversight of the implementation of, the successful sale of the Naval Petroleum Reserve at Elk Hills, at that time the largest privatization in U.S. government history.
- I played a key role in writing both the fiscal policy chapters and the 10-year balanced budget plan for the Center for Strategic and International Studies *Strengthening of America* report released in September, 1992. This report served as the basis for subsequent work on tax reform and entitlement programs, such as the USA Tax Act of 1995, also known as the Nunn-Domenici Unlimited Savings Allowance (USA) tax proposal, which I helped develop.

## PROFESSIONAL EXPERIENCE

***SENATE ARMED SERVICES COMMITTEE***, 1987-2002 and 2004-present.

*Majority Professional Staff member*, 1987-1994, 2001-2002, and 2007-2008

*Minority Professional Staff member*, 1995-2000 and 2004-2006

I serve on the Democratic staff of the full committee and also serve as the lead Democratic staff on the Subcommittee on Readiness and Management Support.

**Full Committee Experience:** Since 1987 I have been the lead staffer, under Senators Nunn (1987-1996) and Levin (1997-present), for budget review for the Democratic staff. I serve as lead staff analyst for both the overall defense budget and the Quadrennial Defense Review. I analyze and develop policy options for the defense budget at the aggregate level and for resource allocation (in particular our major cuts and adds) among our six subcommittees during the annual budget process.

I am responsible for all issues related to proposals, including alternative proposed by others, to increase or reduce the defense "topline". This includes any defense funding issues in the annual Budget Resolution process, including the defense/non-defense "firewalls" issue. I manage our funding levels for compliance with applicable discretionary budget targets and mandatory PAYGO ceilings. I advise the Committee and draft legislation on fiscal and budget policy issues, including reconciliation instructions.

I also handle certain DOD outsourcing and financial management issues including asset sales, leasing, and the cash and policy management of the Department's working capital funds, and public-private competitions for equipment maintenance as well as some A-76 competitions.

I serve as the Armed Services Committee's liaison to and coordinator with the Appropriations Committee, including the Subcommittees on Defense and on Military Construction and Veterans Affairs, and with the Budget Committees. I also have extensive experience working with other congressional committees (in particular the Senate Committee on Energy and Natural Resources) and non-defense agencies, including the General Services Administration and the Department of the Interior, on interagency issues affecting facilities, energy, public lands and real property, and the use of the electromagnetic spectrum.

In carrying out my SASC duties I have traveled extensively and met with military personnel at all levels, including major command and combatant commanders worldwide, to gather first-hand information at military installations in Iraq, Afghanistan, Kuwait, the UAE, Bahrain, Qatar, Djibouti, Germany, Italy, the United Kingdom, Spain, Portugal, Romania, Bulgaria, Turkey, Bosnia, Kosovo, NATO headquarters, Japan, South Korea, Guam, Panama, Guantanamo Bay and the United States.

**Subcommittee Experience:** At the subcommittee level, since 1997 I have been responsible, working with Senators Glenn, Robb, and Akaka, for installation matters including construction or leasing of new military facilities, maintenance of existing facilities, base closure, land and property disposal issues, DOD use of public lands, and privatization of DOD family housing and utilities. I have played a lead role in stopping efforts in the Congress to remove the Defense Department's ability to exercise the right of eminent domain to acquire lands necessary for military training. At the same time, I have also been a leader in creating programs to allow the Department to partner with public and private entities to create buffer zones around military installations to protect the environment while enhancing training. I negotiated language authorizing DOD's major uses of withdrawn public lands, such as Nellis AFB, NAS Fallon, and the Goldwater Range.

During 1995-2001 and 2005-2006, I was also responsible for oversight of over \$100 billion in annual DOD operation and maintenance funding and related policy matters affecting military readiness issues including training, management of the supply system that provides spare parts, operating tempo issues, contingency operations funding, and equipment maintenance.

**COMMITTEE ON THE BUDGET, U.S. HOUSE OF REPRESENTATIVES**, Budget Analyst, 2003. During 2003 I served as the budget analyst for defense and veterans issues for the Democratic staff of the House Budget Committee. I also assisted the Ranking Member of the Committee, Rep. John Spratt, on defense budget and policy issues related to Rep. Spratt's responsibilities as Assistant to the Democratic Leader and as a member of the House Armed Services Committee. I provided information and analyses on defense and veterans issues for the Budget Committee and also for the Democratic Caucus. I analyzed funding and policy issues related to the wars in Iraq and Afghanistan and participated in creating the Democratic alternative to the budget resolution and Democratic legislation to address the needs of military personnel and veterans.

**CONGRESSIONAL BUDGET OFFICE**, Budget Analysis Division, Assistant Analyst, 1985-1986 I developed the official CBO estimates of the cost of legislation affecting military personnel programs including changes in active and reserve component manyears and end strength levels as well as changes in pay raises, bonuses, special and incentive pays, and education benefits. I was also responsible for cost estimates for legislation affecting military retirement, including near-term

changes to cost of living allowances and long-term benefit changes affecting accrual rates. I developed a model to calculate the impact of Gramm-Rudman-Hollings sequesters on military personnel levels.

### **OBAMA TRANSITION TEAM EXPERIENCE**

I am a member of the President-Elect's Transition Team serving on the Department of Defense Agency Review Team. I am a core member of the Budget Group responsible for assessing fiscal year 2009 and 2010 war-related spending needs, identifying fiscal year 2010 "base budget" program and fiscal issues to be addressed by the incoming Obama Administration, and analyzing the current programming and budgeting processes of the Defense Department. I am also assessing other DOD-wide and service-specific issues, including military readiness and installation matters.

### **PRESIDENTIAL CAMPAIGN EXPERIENCE**

**OBAMA CAMPAIGN:** I served on the Defense Policy team led by Peter Singer and was active in the Defense Budget and other groups. Among my key duties were developing cost estimates of both Obama and McCain campaign defense proposals. Prior to my formal membership on this team, I provided advice on an informal basis to the campaign, working through Mark Lippert and Denis McDonough. I also canvassed for Obama/Biden and knocked on several hundred doors in Ohio during the final week before the November, 2008 election.

**KERRY CAMPAIGN:** I served on Senator Kerry's 2004 campaign Defense Task Force as co-leader of the Budget issue team and as a member of the Personnel and Force Design issue teams, and also canvassed in Ohio in October and November 2004.

### **EDUCATION**

**UNIVERSITY OF PENNSYLVANIA**, Philadelphia, PA

Master of Arts in Public Policy Analysis, 1984

My specialization was public finance. My studies included microeconomics, macroeconomics, public sector accounting, econometrics, quantitative policy modeling including linear programming, political analysis, fiscal policy, and the analysis of voting systems.

**THE OHIO STATE UNIVERSITY**, Columbus, OH

Bachelor of Arts in Economics with honors, 1981

I studied economic theory, econometrics, statistics, linear algebra, political science and accounting.

Undergraduate honors included induction in Phi Beta Kappa and a National Merit Scholarship.

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## BG MICHAEL C. McDANIEL

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### EMPLOYMENT:

#### January 19, 2003 - Present

**Michigan Homeland Security Advisor** - Appointed by the Governor as her Advisor on Homeland Security, while serving as a Deputy Director of the Department of Military and Veterans Affairs. Serves as the liaison between the Governor's Office and all federal, state and local agencies on homeland security. Develop statewide policy on homeland security preparedness. Coordinate the development of plans and training for homeland security on a statewide basis. Coordinate efforts to protect the state and its critical infrastructure from terrorist attacks, to ensure all state agencies have interoperable IT and communications systems, and to prepare for, prevent, and mitigate the consequences of terrorist threats or attacks.

**Assistant Adjutant General for Homeland Security** - Command and control of the Homeland Security Directorate, MI NG. Directorate includes Military Support to Civil Authorities, Joint Planning and Operations, the 51st WMD Civil Support Team, the Critical Infrastructure Site Assessment Team, the Reconnaissance & Interdiction Detachment (RAID) Team, the Exercise Planning Group, the Counter-Drug Division including the Drug Demand Reduction Program and the High Intensity Drug Trafficking Area Support, Anti-Terrorism and Force Protection, Emergency Communications, and the Michigan Volunteer Defense Force (500-member State Militia). Directly responsible for over 700 full and part-time soldiers and volunteers who serve as the "First Responders" for the Michigan National Guard.

#### December 1997 - January, 2003

**Assistant Attorney General for Litigation** - Executive Division, Michigan Department of Attorney General - Served on the Attorney General's Executive Team. Responsible for office management as well as special projects such as anti-terrorism legislation, creation of a hate crime prosecution team and supervision of internet tobacco sales to minors. Reviewed and provided recommendations to the Attorney General on all civil and criminal actions proposed to be initiated by the Department in state or federal trial courts. Evaluated and provided recommendations to the Attorney General on all proposed settlements of every court case, as plaintiff or defendant. Responsible for implementing all advocacy, legal, and management training for the office. Determined assignments of litigation to the divisions within the office in all matters where the State, its agencies, or employees are named as defendants.

#### August 1988 - December 1997

Tort Defense Division, Michigan Department of Attorney General.

#### January 1984 - August 1988

Natural Resources Division, Michigan Department of Attorney General.

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### CIVILIAN EDUCATION:

Homeland Security: Master of Arts in Security Studies, Naval Postgraduate School, Monterey, California, 2007

Strategic Studies: Master of Strategic Studies, Army War College Carlisle, Pennsylvania, 2005

Law: Juris Doctor, Case Western Reserve University, School of Law  
Cleveland, Ohio, 1982

Undergraduate: Bachelor of Arts, St. Bonaventure University,  
St. Bonaventure, New York, 1979

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**PUBLIC AND PROFESSIONAL COMMITTEES AND ORGANIZATIONS**

- 2007 - Present **Chair, Department of Homeland Security, State, Local, Tribal and Territorial Government Coordinating Council (SLTTGCC) for the National Infrastructure Protection Plan.**
- 2007 - Present **Co-Chair, FEMA V, Regional Advisory Council**
- 2006 - Present Executive Committee, (elected position) **Governors' Homeland Security Advisors Council, National Governors Association. Chair, Infrastructure Protection Committee**
- 2006 - Present Advisory Council of the Michigan Intelligence and Operations Center
- 2005 - Present Michigan Public Safety Communications System Advisory Board (Gubernatorial appointment)
- 2003 - Present Executive Secretary, Michigan Homeland Protection Board (Gubernatorial appointment)
- 2007 - Present Michigan Citizen-Community Emergency Response Coordinating Council (Gubernatorial appointment)
- 2007 - Present Team Leader, Tactical Interoperability Communications Plan - Michigan

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**PUBLICATIONS:**

McDaniel, M & Ellis, C. (in press) The Beslan Hostage Crisis: a case study for emergency responders. *Journal of Applied Security Research*.

McDaniel, M., Shenouda, E., and Bustria, M. J. (2008). The functional desks as collaborative mechanisms in the Michigan Intelligence Operations Center. *Homeland Security Affairs*, 2. Retrieved November 25, 2008 from <http://www.hsaj.org/?article=supplement.2.4>.

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**ACADEMIC PROFESSIONAL EXPERIENCE:**

- August 2002 - Present **Adjunct Professor, MSU College of Law**  
**Geoffrey Fieger Trial Practice Institute**
- November 1996 - Present **Adjunct Professor, Thomas M. Cooley Law School**  
**Law of Homeland Security, Police and Civil Liability, and Military Law**

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**TRAINING ACTIVITIES, examples:**

Exercise Director, State of Michigan Involvement, Ardent Sentry 06 Exercise, DoD/NORTHCOM multi-state, multinational DSCA exercise, May 2006

Exercise Director, Operation Vigilant State, multi-jurisdictional MANPADS Exercise at Detroit Metro Airport, May 2005

Exercise Director & Joint Task Force Commander, RESCUER/MEDCEUR 04, EUCOM multinational exercise in Latvia, Lithuania, Estonia and Bulgaria, July 2004  
Faculty, National Association of Attorneys General Trial Advocacy Program 2001, 2002  
Faculty, Hillman Advocacy Program, 1998 - 2003  
Steering Committee, Hillman Advocacy Program, 2002  
Faculty, AG Deposition Skills Workshop, 1996  
Faculty, AG Trial Skills Workshop, 1992, 1994

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**MILITARY ASSIGNMENTS:**

2007 - Present **Brigadier General, Assistant Adjutant General for Homeland Security**  
2004 - 2007 **State Judge Advocate, COL, JFHQ, MI ARNG – Certified as Military Judge**  
1998 - 2004 **Command Judge Advocate, HQ STARC**  
1994 - 1998 **Commander, Det 1, HHC, 46th Bde, 38 ID (Mech)**  
1989 - 1994 **Trial Counsel, 46<sup>th</sup> Bde, 38 ID (Mech)**  
1985 - 1989 **Staff Judge Advocate, Camp Grayling Area Training Site**

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**MILITARY EDUCATION:**

July 2005 Army War College  
May 2000 Military Judge Course  
June 1997 Command and General Staff College  
June 1992 Judge Advocate General Officer Advanced Course  
June 1986 Judge Advocate General Officer Basic

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**HOMELAND SECURITY AWARDS:**

**The Zimbaro Award for Academic Achievement and Outstanding Leadership** – awarded to a Graduate of the Master of Arts in Security Studies (Homeland Defense and Security) Program, Naval Postgraduate School.

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**MILITARY AWARDS AND DECORATIONS:**

Federal Legion of Merit	Army Service Ribbon
Meritorious Service Medal	Michigan Distinguished Service Medal (3)
Army Commendation Medal	Michigan Recruiting Ribbon
Army Achievement Medal	Michigan Overseas Service Ribbon (2)
Army Reserve Component Achievement Medal	State Partnership Ribbon
National Defense Service Medal	Michigan Broadsword
Armed Forces Reserve Medal	Georgia Service Ribbon
Army Reserve Overseas Ribbon (2)	

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**COMMUNITY INVOLVEMENT:**

Elder and Stewardship Chair, Peoples Church, East Lansing, MI  
Troop Committee, Troop 180, BSA, Shaarey Zedek, East Lansing MI  
Fellow, Michigan State Bar Foundation  
Barrister, American Inns of Court, MSU-DCL Chapter  
Volunteer, Granholm for Governor Coordinated Campaign  
Past President, Glencairn School Association, East Lansing Public Schools

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## **INDEPENDENT STRATEGIC ANALYST**

- **Leader**
- **Program Manager**
- **Integrator of Change and Modernization**

- Go-To person for base fact on strategy, military evolution and emerging threats.
- Experienced in the development of national strategy.
- Adept in the development of organizational requirements and modernization.
- Immersed in the Behavioral Health impacts of post-9/11 military deployments.

## **RETIRED PRIVATE CITIZEN – 2000 to Present**

### **Decision Support Manager and Veterans' Behavioral Health Coordinator, Virginia Department of Mental Health, Mental Retardation and Substance Abuse Services**

- A failed attempt to divert interest from National Security and Homeland Security Issues.
- Serve as senior policy advisor to the Commissioner and his lieutenants on strategy and organization and the development of related business intelligence.
- Principle advisor and representative on the behavioral health needs of returning veterans and their families; and co-author of the Virginia Wounded Warrior program.

### **Independent National Security Analyst**

- Continues the study of National Security, Military Transformation and Homeland Security and is an Adjunct Fellow with the American Security Project.
- Helps nonprofit think tanks and others who ask from government and the media.
- Served on the Senior Retired Military Officers for Obama team and as a national surrogate on national security and veterans issues.
- Served on national security policy teams, co-chairing one, during the Kerry Presidential campaign and was a national surrogate during that effort.
- Makes public presentations on areas under study, including in the National media.
- Has written and briefed widely on the effect of Iraq on our forces and Army Hollowness.
- Recently served as Senior Associate in the Center for Strategic and International Studies.
- Completed a study in 2002 on the propriety of using the Federal military domestically, entitled: "Understanding all of Terrorism's Domestic Threats".
- Participated in senior level Focus Groups host by the National Security Studies Group studying 21<sup>st</sup> Century Defense and Homeland Security challenges for the Congress.

## **NATIONAL GUARD ASSOCIATION OF THE UNITED STATES – 1997 to 2000**

### **Senior Fellow**

- Provided the Association leadership and the Adjutants General Association of the US with analysis related to public policy, budgets and appropriations for National Security and Homeland Security.
- Addressed issues related to both the Army and the Air Force and the relationships of each with the other services.
- Participated in the development and presentation of these Associations' positions on various issues to the Congress and the Administration.

## **DEPARTMENT OF DEFENSE – 1993 to 1997**

### **Principle Director, Strategic Plans and Analysis**

- Planned, supervised, conducted and participated in analysis of military and public policy issues, the implementation of our National Security and Military Strategies as well as the active and reserve programs of all of the military services.
- Evaluated products of the Joint Chiefs of Staff and the military services to validate their

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correlation with strategy, planning guidance, fiscal programming and budget guidance.

- Conducted individual studies of a broad range of issues relative to each of the military services, their requirements and their capabilities.
- Planned, budgeted for and supervised external analytical support and studies.

#### **NATIONAL GUARD BUREAU – 1990 to 1993**

##### **Director, Force Management, Army National Guard**

- Represented Army National Guard interests within the senior level of the Army Staff.
- Modernized the Army National Guard design and force structure for its Post-Cold War role.
- Prioritized the distribution and oversaw the fielding and integration of modern equipment into the Army National Guard units and organizations.
- Participated in three Total Army Analysis cycles, evaluated force requirements, structure needs and determined future directions to study.
- Directed a large staff of military and civilian managers, analysts and integrators.

#### **ARMY & FULL-TIME NATIONAL GUARD INFANTRY AND SPECIAL FORCES OFFICER 1966 to 1995**

- Force Integrator for a Senior US Army Commander and participated in the activation of the 6<sup>th</sup> Infantry Division.
- Director of operations and intelligence at Fort Drum, NY, a position that included nine subordinate operating elements and responsibility for force development during the activation and training of the 10<sup>th</sup> Mountain Division and expansion of the post.
- Served in the New York state military headquarters in command and staff positions for eight years, including commander of the State's leadership academy and secretary of the Joint Staff, which included Army and Air National Guard and the Naval Militia oversight. Gained significant joint exercise experience in these assignments
- Operations and Training Officer for two National Guard Battalions. Regularly participated in joint training exercises with the Air National Guard, Air Force and the Marine Reserve.
- Served two Army tours in Vietnam, one as a Special Forces Officer and the second as an Infantry Commander, separated by eighteen months defending the Inter-German Border. Participated in ongoing joint operations with the Navy and the Air Force including one major amphibious operation in the Republic of Vietnam during December 1968.

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#### **EDUCATION**

**THE UNIVERSITY OF THE STATE OF NEW YORK, Albany, NY**  
BS, Liberal Studies, 1988; Business and Political Science

**U.S. ARMY WAR COLLEGE, Carlisle, PA 1991**

**U.S. Army Command and Staff College, Fort Leavenworth, KA 1978**

#### **PERSONAL**

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**RICHARD L. MCGRAW**

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**SUMMARY:** Senior general management executive with extensive experience in strategic planning, budgeting, employee relations, corporate communications, issues management, public relations, government relations, lobbying, labor negotiations, social activist group negotiations, corporate philanthropy, investor and shareholder relations and organizational assessment and rebuilding. Significant experience in telecommunications, airline and pharmaceutical industries, not-for-profit and government sectors.

**Recent Experience**

**1992-Present:** Retired. Member of mayor-appointed Convention Center Development Team and Chair Site Selection Committee of that group; Member of the Board of Trustees New Hanover Regional Medical Center and the Medical Center Foundation; Immediate Past Chairman of the Board of Directors of the Landfall Foundation; Chairman, The Acquisition Committee (negotiated purchase of \$40mm country club from the developer); Member Chamber of Commerce Strategic Planning Committee; taught Communications (public relations) at the University of North Carolina at Wilmington for four semesters.

**Previous Work History****1985-1992:**

**Vice President Corporate Affairs, Communications Satellite Corporation (COMSAT)**

- Helped guide this heavily regulated telecommunications company through deregulation and through Congressional reviews of its statutory role;
- Planned and implemented programs effecting a change in the corporate culture;
- Managed the public, internal, and investor relations aspects of merger attempts and acquisitions; and
- Reduced the corporate communications staff from 22 to 12, while building the public affairs capability in the operating units.

**1983-1985:**

**Senior Vice President, Eastern Air Lines**

- My major focus was trying to keep investors, lenders, shareholders and customers happy at a time when labor-management relations were at their worst;
- Responsible for customer relations, community relations, government affairs, employee communications, administration of the frequent flyer program and baggage claims. Supervised a staff of 50+.

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**1979-1983:**

**Vice President Administration, Communications and Public Affairs, Pharmaceutical Group, GD Searle & Co.**

- Established the communications function in the primary group of this corporation; recruited and hired the staff for it; prepared the strategic plan and budget
- Developed and successfully implemented the first consumer-focused marketing/public relations plan designed to create consumer demand for prescription pharmaceutical products in the United States.
- Developed and directed the public affairs support for the launch of scores of products in 15 countries; directed the public relations aspect of what is regarded as the most successful introduction of a food product in the U.S. (NutraSweet and Equal); increased market share on several product lines through well planned and executed communications plans.

**1977-1979:**

**Executive Director and Chief Executive Officer, Alliance to Save Energy**

- Established, recruited staff for, raised funds and wrote policies, procedures and strategy for this not-for-profit corporation promoting energy conservation.

**1973-1977:**

**Deputy Under Secretary, Field Operations, U.S. Department of Housing and Urban Development**

- Directed the nationwide operation of the Department's 87 field offices including 15,000 employees.

**Chief of Staff, U.S. Department of Housing and Urban Development for two Cabinet Officers, James T. Lynn and Carla Hills.**

**1971-1973:**

**Regional Public Affairs Director, U.S. Internal Revenue Service**

- Directed the public affairs operations of the IRS in the six-state Philadelphia Region.

**1955-1971:**

**Military Service interrupted by school**

**Education:**

**M.A., Communications, Michigan State University, 1968**

**B.A., Journalism, Washington State University, 1964**

**Other:**

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