

Christine E. Wormuth

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EXPERIENCE

Senior Fellow, International Security Program

Center for Strategic and International Studies (December 2004-present)

Defense Studies and Publications

- Lead investigator for new CSIS study examining how to redesign U.S. military's officer corps for future challenges
- Co-Author, CSIS report on "The Future of U.S. Civil Affairs Forces," February 2009
- Contributing author, CSIS study on "Transitioning Defense Organizational Initiatives," November 2008
- Staff Director and principal report author, Independent Commission on the Security Forces of Iraq ("the Jones Commission"), Summer 2007
- Author of July 2006 CSIS report, *The Future of the National Guard and Reserves*, an 18-month study outlining more than 40 recommendations for sizing and shaping the National Guard and Reserves in the 21st century
 - Testified before the Commission on the National Guard and Reserves, June 2006
 - Hosted major CSIS conference to debate recommendations of the Commission on the National Guard and Reserves, April 2008
- Member, Defense Science Board Task Force on the Role of the National Guard and Reserves in the global war on terrorism (October 2006-April 2007)
- "Transformation of the Reserve Component: Opportunity for Real Change," Threats at Our Threshold: Homeland Defense and Homeland Security in the New Century, U.S. Army War College, 2007
- "Total Force Policy: The Sequel," The Future of the Citizen Soldier, Conference Proceedings, The Cantigny Foundation and the Virginia Military Institute, October 2007

Homeland Security Studies and Publications

- Author of June 2008 CSIS report, *Managing the Next Domestic Catastrophe: Ready (Or Not?)*, a major study making more than 20 recommendations designed to achieve greater unity of effort in responding to catastrophes inside the United States;
 - Study includes examination of the role of the National Guard in homeland security
 - Testified before House Homeland Security Committee, June 2008
- Author of July 2006 CSIS report, *The Future of the National Guard and Reserves*, including a chapter and recommendations on the role of the Guard and Reserves in homeland defense and civil support
- Contributing author, Beyond Goldwater-Nichols Phase 2 project, June 2005
 - Authored chapter on "Elevating and Strengthening Homeland Security Policy"
- "The Next Catastrophe: Ready or Not?" The Washington Quarterly, January 2009 issue
- "Stronger Together: Merging the Homeland Security Council and the National Security Council," The Journal of Homeland Security Affairs, January 2009.
- "Is a Goldwater-Nichols Act Needed for Homeland Security?," Threats at Our Threshold: Homeland Defense and Homeland Security in the New Century, U.S. Army War College, 2007
- "Rethinking the National Guard and Homeland Defense," CSIS white paper, March 2007
- Testified on "Structuring National Security and Homeland Security in the White House, Senate Homeland Security and Government Affairs Committee, February 2009.
- Testified on the DHS Quadrennial Homeland Security Review, House Subcommittee on Management, Oversight and Investigations, Committee on Homeland Security, July 2008.
- Testified on "Homeland Security Risk Assessments" before the House Subcommittee on Intelligence, Information Sharing and Terrorism Risk Assessment, Committee on Homeland Security, November 2005.

Media Appearances and Conferences

- Frequent speaker on National Guard, Reserve component, defense and homeland security issues at a wide range of conferences, panels, task forces

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- Quoted in *The New York Times*, *The Washington Post*, *The Los Angeles Times*, *The Wall Street Journal*, *US News & World Report*, *USA Today*, *The Baltimore Sun*, *The Houston Chronicle* and many other newspapers
 - Appearances on ABC News, NBC News, CBS News, CNN, MSNBC, CBC and several other cable news channels

Principal, DFI Government Services

DFI International (April 2002-December 2004)

- Client area manager for over \$2 million annually in homeland security and defense policy contracts
- Managed staff of 15-20; participated as senior manager in strategic planning and business development efforts
- Project manager for a diverse range of clients, including OSD, NORTHCOM, DHS Preparedness Directorate, DHS Science & Technology Directorate, and the Memorial Institute for the Prevention of Terrorism
- Analytic studies included:
 - Development of a risk assessment methodology for homeland security, application of methodology to evaluate then-proposed 15 National Planning Scenarios
 - Examination of current and future roles and missions for federal agencies involved in homeland security
 - Independent analysis of the Target Capabilities List
 - Development of “attack trees” as analytical tools for use with the National Planning Scenario prologues
 - Analytical support to the development of the Joint Operating Concept for Homeland Security version 1.0

Country Director for France, Belgium, Netherlands & Luxembourg, Office of European Policy

Department of Defense, OASD for International Security Policy (September 2001-March 2002)

- Coordinated DoD interactions with France and the BENELUX countries in the wake of the September 11 attacks
- Recognized by French Ambassador François Bujon de l’Estang for playing a central role in ensuring French diplomatic access to French citizens held at Guantanamo Bay

Special Assistant to the Under Secretary of Defense for Policy for Programs and Legislation

Department of Defense, Office of Under Secretary of Defense for Policy (March 2000– June 2001)

- Served as central coordinator for Policy legislative programs; worked extensively with Comptroller, General Counsel and congressional staff on annual defense authorization and appropriations bills
- Represented Office of the Under Secretary for Policy during the internal DoD program and budget process; developed strategy to ensure Policy programs such as the Cooperative Threat Reduction program and special operations programs were sufficiently funded throughout five-year defense plan

Senior Assistant for Strategy Development, Strategy Office

Department of Defense, OASD for Strategy and Threat Reduction (January 1998-February 2000)

- Wrote the Reserve Component Employment Study 2005 final report
- Led the European Posture Review, a DoD-wide study examining the future of US military presence in Europe
- Wrote and coordinated chapters of various strategic guidance documents such as the National Security Strategy, the Defense Planning Guidance, the Annual Report to Congress and the 1997 Quadrennial Defense Review

Presidential Management Intern, Office of the Secretary of Defense (January 1996-December 1997)

Senior Research Assistant, The Henry L. Stimson Center (January 1995-December 1995)

Policy Analyst, Alliance for International Educational & Cultural Exchange (April 1994-January 1995)

Professional Staff Member, Europe and Middle East Subcommittee

House Foreign Affairs Committee, U.S. House of Representatives (July 1993-April 1994)

EDUCATION

School of Public Affairs, University of Maryland, College Park, Maryland

Masters of Public Policy, August 1995, specialized in international economic and security policy

Williams College, Williamstown, Massachusetts

Bachelor of Arts cum laude in political science and fine arts, 1991

- Attended *L’Institute d’Etudes Politiques* in Paris, 1989-1990



ATTORNEYS AT LAW

ROY G. WUCHITECH

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PROFESSIONAL EXPERIENCE:

Partner, Sheppard, Mullin, Richter & Hampton **1972-1986 & 1990-Present**

A law firm of approximately 400 attorneys with offices in New York City, Washington D.C. and seven offices throughout the State of California. Manager, Environmental Practice Group. Specializes in environmental litigation, regulatory and compliance matters. Member, Real Estate and Hispanic Media Practice Groups. Panelist/Lecturer for the University of Wisconsin College of Engineering, the University of California, the State Bar of California, the Executive Enterprise Institute and the National Association of Installation Developers ("NAID") concerning Military Base Realignment and Closure ("BRAC").

PUBLIC SERVICE:

Deputy, Then Acting General Counsel of the United States Air Force, Pentagon **12/87-12/89**

Provided legal advice on all matters arising within or referred to the Department of the Air Force, except those relating to the administration of military justice. Management functions included day-to-day supervision of staff of twenty-five attorneys in the areas of environmental law, procurement, military personnel and intelligence matters, civilian personnel and fiscal matters, international affairs and civil aviation and various congressional investigations. June – December 1989, Acting General Counsel. (b)(6)

Assistant General Counsel, U.S. Department of Energy, Washington D.C. **4/86-12/87**

Appointed to the Federal Senior Executive Service in April, 1986 as Assistant General Counsel for Special Litigation, United States Department of Energy (DOE). Supervised staff of 12 litigation attorneys located in Washington, D.C. and DOE field offices, concerning all aspects of trial and appellate litigation in cases arising under the Constitution, the Atomic Energy Act, the Resource Conservation and Recovery Act, the Comprehensive Environmental Response, Compensation & Liability Act and common law theories of commercial and tort liability. Provided legal advice on proposed legislation and agency directives; supervised DOE response to congressional investigations. (b)(6)

MILITARY STATUS:

Honorably Discharged, United States Army 3rd Infantry (The Old Guard), 1970.

POLITICAL ACTIVITIES:

Republican National Committee 72 hour legal volunteer, deployed to Nevada **2004**

Alternate Delegate, Republican National Convention, New York City **2004**

Executive Assistant to Matt Fong, California State Co-Chair; Bush-Cheney Campaign **2000**
Alternate Delegate; Republican National Convention, Philadelphia

Campaign Strategy Group, Fund Raiser – M. Fong United States Senate Campaign	1998
Delegate; Republican National Convention, San Diego	1996
Campaign Strategy Group, Fund Raiser; M. Fong Campaign – California State Treasurer, Pete Wilson Campaign, Governor	1994
Delegate; Republican National Convention, Houston	1992
Campaign Strategy Group, Fund Raiser; M. Fong Campaign – California State Controller	1990
Central Regional Chairman, Los Angeles County; Reagan-Bush Campaign	1984
Executive Committee, California State Republican Party	1994-1998

REPRESENTATIVE ENVIRONMENTAL EXPERIENCE

United States Department of Energy.

In Re Fernald Litigation, Master File No. C-1-85-149 (S.D. Ohio, W. Div.).

The Environmental Protection Agency and the State of Ohio brought an action against the Department of Energy ("DOE") and its contractor, N.L. Industries, under the Comprehensive Environmental Response, Compensation, and Liability Act of 1980 ("CERCLA" or "Superfund"), the Resource Conservation and Recovery Act ("RCRA"), and the Clean Water Act claiming \$404 million in natural resource damages and response costs at the DOE Feed Materials Production Center in Fernald, Ohio. A class of residents surrounding the Fernald facility also brought a separate class action claiming in excess of \$200 million in property damages, intentional infliction of emotional distress and unquantified punitive damages. Mr. Wuchitech managed all aspects of the DOE's effort in both cases including discovery and pre-trial proceedings, written discovery, production of thousands of documents, the use of expert witnesses, the taking of more than 70 depositions, the briefing of class action and substantive motions and oral argument. Under the Western Division's special rules, the class action was tried to a "summary" jury and subsequently settled.

Environmental Policy Institute et al. v. Harrington et al., (Case No. 84-1854).

Following the Secretary of Energy's decision to designate 3 proposed sites as a national nuclear waste repository, 42 individual cases were filed by 17 states, various environmental groups and Indian tribes challenging the implementation of the Nuclear Waste Policy Act of 1982. A major focus of the lawsuits was the adequacy of the environmental assessments. Mr. Wuchitech created and implemented the discovery plan in these matters which included the production of several million documents from various DOE offices on an accelerated basis. At the same time, DOE attorneys working under his supervision, responded to a congressional investigation of the Office of Civilian Radioactive Waste Management involving the production of thousands of documents and the interviews of program witnesses.

Private Practice.

Litigation.

A. Methyl Tertiary Butyl Ether ("MTBE") Litigation. As Western Regional Counsel for Exxon Mobil Corporation ("Exxon"), Mr. Wuchitech handled a full docket of cases alleging that various oil companies and manufacturers of MTBE discharged gasoline containing MTBE to the ground water thereby contaminating drinking water supplies.

B. Underground Storage Tank ("UST") Contamination Litigation. Mr. Wuchitech also managed the Exxon Underground Storage Tank ("UST") docket in state and federal court throughout California. He has tried UST contamination cases from complaint through judgment for Coca-Cola Bottling Company of Los Angeles in state court.

Superfund Cost Recovery Litigation.

Mr. Wuchitech has represented a number of clients including Coca-Cola Enterprises Inc., Credit Managers Association of California and Heidelberg USA, Inc., in cost recovery cases brought under CERCLA by both the federal Environmental Protection Agency ("EPA") and private parties.

Proposition 65 Litigation

Mr. Wuchitech and his staff have handled dozens of cases brought under the California Safe Drinking Water and Toxic Enforcement Act of 1986, better know as "Proposition 65".

Criminal.

Mr. Wuchitech has defended a number of clients in criminal matters arising under California environmental laws.

Regulatory

Mr. Wuchitech has represented clients in negotiations with the federal EPA as well as California state agencies including the Department of Toxic Substances Control and various Regional Water Quality Control Boards. He has also appeared before the Southern California Air Quality Management District and the Los Angeles City Council seeking variances and exemption from closed storage requirements for petroleum coke and contesting liability for alleged failure to adhere to applicable air quality standards.

Transactional, Compliance.

Reviewed and revised environmental assessments for a series of matters including corporate acquisitions, real estate transfers and environmental compliance including a transaction involving 47 sites in 25 states.

Bar Association Committee Membership.

Vice Chairman, Environmental Litigation Subcommittee, Environmental Law Section, Los Angeles County Bar Association.

Panelist/Moderator For Seminars, Conferences and Client Presentations.

- National Association of Installation Developers 2004 Annual Conference Panel Moderator on Innovative Transaction Tools for the Federal Military Base Realignment and Closure ("BRAC") Process.
- National Association of Installation Developers 2003 Annual Conference Panel Moderator on the Hunters Point Naval Shipyard Redevelopment Project.
- Presentation to the Northrop Grumman Law Department: "Site Process Under CERCLA," September 18, 2003.
- University of Wisconsin-Madison Extension, College of Engineering Seminar; "Proving the Technical Case: Soil and Groundwater Contamination Litigation" (12/1-2/95, 9/21-22/95, 9/12-13/94, 5/9-10/94, 1/24-25/94, 5/20-21/93, 7/22-23/91, 6/25-26/91, and 5/7-8/91).

- State Bar of California, Environmental Law Section; "First California Environmental Trial Academy" (5/20-22/94).
- South Bay/Long Beach Chief Financial Officers Forum; "Current Developments in Environmental Law" (11/11/93).
- University of California, Santa Barbara Extension Seminar; "Subsurface Contamination Litigation" (3/4-5/93, 3/5-6/92 and 2/28-3/1/91).
- Sheppard, Mullin, Richter & Hampton Executive Conference on White Collar Criminal Prosecution Seminar; "Proving the Technical Case: Overview of CERCLA and RCRA Violations" (9/5/91).
- The American Bar Association 4th Annual Symposium on Agricultural and Agribusiness Credit; "Environmental Matters and Assessment in Agriculture and Agribusiness Finance Transactions" (5/2-3/91).

EDUCATION:

The University of Texas Law School, Austin, Texas

Juris Doctorate, *cum laude*, June, 1972

Staff Member, Texas Law Review

Ford Foundation Intern, United States Attorney's Office, Houston, Texas, 1972.

The University of Chicago, Chicago, Illinois

Bachelor of Arts, Political Science, June, 1967

PROFESSIONAL MEMBERSHIPS:

Admitted to practice in California, 1972; the District of Columbia, 1980; the United States Supreme Court, 1986, the United States Court of Military Appeals, 1988. Member – American Bar Association; California State Bar Association; Los Angeles County Bar Association; Judge Pro Tem, Los Angeles Municipal Court.

PUBLICATIONS:

"The Corporate Right to Privacy," *Los Angeles Lawyer*, November, 1981.

COMMUNITY ACTIVITIES:

Counsel to the Schriever Chapter, U.S. Air Force Association; Counsel to the 1984 Olympic Security Planning Committee; U.S. Air Force Association Trustee, Scholarships for Children of American Military Personnel ("SCAMP"); Member, Rotary Club of Los Angeles; Executive Board, Executives "Fore" Kids.

EARL C. WYATT

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BOOZ ALLEN HAMILTON POSITION: Principal

EDUCATION: M.S. National Resources Management, Industrial College of the Armed Forces, Ft McNair, Washington, D.C. (1995)
M.S., Systems Analysis, University of West Florida, Pensacola, Florida (1987)
B.S., Electrical Engineering, Air Force Institute of Technology, Dayton, Ohio (1983)
B.S., Physics, Syracuse University, Syracuse, New York (1977)
Advanced Program Management Course, Defense Systems Management College (DSMC), Ft Belvoir, VA (1990)
Computer Resources Acquisition Course, Systems Acquisition School, San Antonio TX (1989)
Systems Engineering Management, DSMC, Ft Belvoir, VA (1988)

Summary Information

A versatile leader with more than 30 years of experience in research and development in major weapon systems acquisition. Portfolio of expertise includes program management, system engineering, strategic planning, unmanned systems development, advanced technology demonstrations, test and evaluation, and meteorological support to an operational tactical fighter wing. An Air Force Acquisition Professional Development Level III Program Manager with demonstrated successes as a:

- Innovative leader: Led a senior executive service team of acquisition professionals in the development of innovative technical risk and business management practices to enable a 56% cycle reduction in getting unmanned systems to the customer
- Producer of tangible results under pressure: Reversed senior AF leadership decision to remove \$600 million from the program in 2002, restored the budget and kept program on a pace to meet desired deliveries in 2007
- Strategic thinker with an instinct for details: Tackled high operating costs drivers and obtain funding commitments for 11 cost saving initiatives that offered a chance to save \$30M annually

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RELEVANT EXPERIENCE:

2003 – Present Booz Allen Hamilton, Principal
Earl is the business lead for the Defense Advanced Research Projects Agency (DARPA) Tactical Technologies and Strategic Technology Offices. His team provides scientific, engineering, strategic planning, acquisition, program management, capability based analysis, and multi-media support in the development, integration, and transition of advanced technology concepts for manned and unmanned air systems, space systems, munitions, urban operations, strategic networks, information assurance, chemical, biological and radiological defense, maritime and

small unit operations. He is a Booz Allen sub-team lead for Unmanned and Robotic Systems for firm-wide initiatives.

2001 – 2003 Defense Advanced Research Projects Agency (DARPA), Air Force Transition Manager, DARPA UCAV and J-UCAS Program Manager
Managed \$1.7 billion development/demonstration of the revolutionary unmanned combat air vehicle; integrating robust communications and adaptive control technology with the next-generation stealth platform; accomplishments include completing the initial block of flight test, and demonstrating autonomous unmanned air vehicle operations up to 35,000 feet.

2000 – 2001 Aeronautical Systems Center, Director of Plans and Programs
Led development of the Aeronautical Systems Center's \$2.5 billion, 6-year budget and strategic plan. My team orchestrated the Center's senior leadership offsite to develop the enterprise's vision, goals, objectives, and the action plans to achieve success

2000 United States Air Force, Air Force Bomber Study Team Lead
Led a multi-discipline team to investigate accelerating the delivery of next generation, long-range bomber weapon system; study indicated accelerated implementation would be premature, convinced Congress to delay the initiative.

1998 – 2000 United States Air Force, F-16 Chief of Product Development
Managed 90 member product development team for the F-16 weapon system; delivered Night Vision capability to enable 24-hour F-16 operations in the Kosovo conflict; led the international division to support product deliveries to Greece, Portugal, Singapore and Korea.

1995 – 1998 United States Air Force, JSF Manufacturing and Producibility IPT Lead
Led the Joint Strike Fighter's manufacturing and environmental management team and the development of investment strategies for \$17M to reduce production risk, system cost, and improve manufacturing quality. Enabled cost effective manufacturing of Navy, Air Force, and Marine Corp aircraft from the same production line.

1992 – 1994 United States Air Force, B-2 Deputy for Production/B-2 Chief of Integration
Managed B-2 aircraft integration team and served as the deputy for \$29 billion production team; delivered the first operational B-2 with sufficient maintenance documentation to support government only aircraft launch that same day if desired – a first for modern aircraft delivery.

1986 – 1991 United States Air Force, Headquarters Systems Officer
Systems Officer for the F-15 tactical electronic warfare suite and command systems engineering manager. Provided support to the program office and the Pentagon to on fielding F-15 electronic warfare system upgrades and marshaled revisions to the command's systems engineering policy to improve weapon system effectiveness.

1983 – 1986 United States Air Force, Deputy Test Director for the ARL-74 Radar Warning System
Deputy for software evaluation and integration for F-16 electronic warfare systems as part of the Air Force Operational Test and Evaluation team.