

Matthew C. Waxman
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MATTHEW C. WAXMAN

(b)(6)

EXPERIENCE

Coalition Provisional Authority (CPA) of Iraq <i>Director of Security & Justice Affairs, Washington, DC</i>	(b)(6)	2003-present (b)(6)
National Security Council, The White House <i>Director for Contingency Planning and International Justice (2002-present)</i> <i>Executive Assistant to the National Security Advisor (2001-2002)</i>	(b)(6)	2001-2003
Justice David H. Souter, United States Supreme Court <i>Law Clerk</i>	(b)(6)	2000-2001
Chief Judge Joel M. Flaum, U.S. Court of Appeals for the Seventh Circuit, Chicago, Ill. <i>Law Clerk</i>		1999-2000
Shea & Gardner, Washington, D.C. <i>Summer Associate</i>		Summers 1998, 1999
RAND Corporation, Washington, D.C. <i>Consultant (1996-1999)</i> <i>National Security Research Staff (1995-1996)</i>		1995-1999

EDUCATION

<i>Yale Law School</i>	J.D., 1999 <i>Yale Law Journal</i> (Editor, 1997-1999) <i>Yale Journal of International Law</i> (Editor, 1996-1997)
<i>King's College, London</i>	Fulbright Scholar, Department of War Studies, 1994-1995
<i>Yale College</i>	B.A., <i>summa cum laude</i> in Political Science and International Studies, 1994 Phi Beta Kappa

HONORS/LICENSURE

Council on Foreign Relations, Term Member
Maryland State Bar Member
United States Court of Appeals (Seventh Circuit) Bar Member

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PUBLICATIONS

Books and Monographs

- D. Byman & M. Waxman, The Dynamics of Coercion: American Foreign Policy and the Limits of Military Might (Cambridge University Press, 2002).
- M. Waxman, International Law and the Politics of Urban Air Operations (Santa Monica: RAND, 2000)
- D. Byman & M. Waxman, Confronting Iraq: Persian Gulf Security and the Use of Force Since Desert Storm (Santa Monica: RAND, 2000)¹
- D. Byman, I.O. Lesser, B. Pirnie, C. Benard & M. Waxman, Strengthening the Partnership: Improving Military Coordination with Relief Agencies and Allies in Humanitarian Operations (Santa Monica: RAND, 2000).
- D. Byman, M. Waxman & E. Larson, Air Power as a Coercive Instrument (Santa Monica: RAND, 1999)

Articles and Editorials

- D. Byman, M. Waxman & J. Shapiro, "The Future of U. S. Coercive Air Power," in Strategic Appraisal: The Future of Air Power, Z. Khalilzad & J. Shapiro, eds. (Santa Monica: RAND (forthcoming, 2002)
- D. Byman & M. Waxman, "Kosovo and the Great Air Power Debate," International Security, vol. 24, no. 3 (Spring 2000)
- "Political, Legal, and Diplomatic Constraints on Urban Air Operations," in Aerospace Operations in Urban Environments: Exploring New Concepts, Alan Vick et al. (Santa Monica: RAND, 2000)
- M. Waxman, "Siegecraft and Surrender: The Law and Strategy of Cities as Targets," Virginia Journal of International Law, vol. 39 (1999)
- R. Sokolsky, M. Waxman & A. Winner, "19 Hands on the Wheel: NATO Must Narrowly Craft Response to Crises," Defense News, August 2, 1999
- D. Byman & M. Waxman, "Defeating U.S. Coercion" Survival: The Int'l Inst. for Strategic Studies Quarterly, vol. 41, no. 2 (Summer 1999)
- D. Byman & M. Waxman, "Right Tactics, Wrong War: Think Gulf, Not Balkans," Los Angeles Times, May 2, 1999

¹ Arabic edition republished by the Center of Strategic and Future Studies, Kuwait University

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- D.S.C. Chu & M. Waxman, "Shaping the Structure of the American Defense Industry," in The Defense Industry in the Post-Cold War Era, G. Susman & S. O'Keefe, eds. (Amsterdam: Pergamon 1998)
- D. Byman, K. Pollack & M. Waxman, "Coercing Saddam Hussein: Lessons from the Past," Survival: The Int'l Inst. for Strategic Studies Quarterly, vol. 40, no. 3 (Autumn 1998)
- M. Waxman, "Emerging Intelligence Challenges," International Journal of Intelligence and Counterintelligence, vol. 10, no. 3 (Fall 1997)
- M. Waxman, "Strategic Terror: Philip II and Sixteenth-Century Warfare," War in History, vol. 4, no. 3 (1997)
- M. Waxman, "Coalitions and Limits on Coercive Diplomacy," Strategic Review, vol. 25, no. 1 (Winter 1997)
- B. Ederington & M. Waxman, "Helping Russia Will Also Help the U.S.," Boston Globe, Aug. 23, 1993
- B. Ederington & M. Waxman, "Peace-making Among the Peacekeepers," San Francisco Chronicle, July 19, 1993

William F. Wechsler, CFA

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- CORPORATE EXPERIENCE** GREENWICH ASSOCIATES 2001 – present
Managing Director: Advise senior executives at the firm’s institutional investment management clients in the U.S. and the U.K., including over a dozen of the world’s leading asset managers. As Sector Leader, manage the firm’s global market research and internal operations regarding our consulting practice. Also serve as the Facility Manager for our work outside the U.S. and for our research with investment consultants around the world. Promoted from Vice President to Principal in 2006; promoted to Managing Director in 2008.
- GOVERNMENT EXPERIENCE** DEPARTMENT OF THE TREASURY 1999 – 2001
Special Advisor to the Secretary: Led interagency efforts to combat money laundering, both at home and abroad on behalf of Secretary Lawrence H. Summers. Oversaw successful multilateral efforts to combat international money laundering havens. Led the drafting and issuance of guidance to help U.S. financial institutions avoid transactions that may involve the proceeds of foreign official corruption. Led the drafting of the International Counter-Money Laundering Act, which became law as part of the USA PATRIOT Act.
- THE WHITE HOUSE, NATIONAL SECURITY COUNCIL 1996 – 1999
Director, Transnational Threats: Reporting to Richard A. Clarke, coordinated policies for the President and National Security Advisor, focusing on combating terrorist groups and criminal organizations. Chaired the working group to disrupt Osama bin Laden’s financial network.
Director, Global Issues and Multilateral Affairs: Focused on such issues as the selection of the UN Secretary General, UN reform, UN peacekeeping missions, and noncombatant evacuation operations. Coordinated Presidential Decision Directives on political-military planning for complex contingencies, on managing international civilian police operations, and on defending American computer networks and critical infrastructures from information warfare.
- DEPARTMENT OF DEFENSE 1994 – 1996
Special Assistant to the Chairman of the Joint Chiefs of Staff: The lone civilian on the speechwriting staff, I wrote speeches, articles and testimony for General John M. Shalikashvili.
Special Assistant to the Assistant Secretary for International Security Affairs: Served on the Plans and Analysis Group, a policy-planning staff reporting to Joseph S. Nye, Jr.
- ACADEMIC EXPERIENCE** COLUMBIA UNIVERSITY 2003
Adjunct Lecturer: Co-taught a graduate workshop at the School of International and Public Affairs that produced a technical analysis of the Saudi Arabian anti-money laundering regime.
- POLITICAL EXPERIENCE** Member, Counter-Terrorism Policy Group, Barack Obama for President (2008); Member, Foreign Policy Advisory Group on Terrorism, Hillary Clinton for President (2007-8); Member, Homeland Security Policy Advisory Committee, Office of the Transition for Governor-Elect Eliot L. Spitzer (2006); Co-director, Terrorism Task Force, John Kerry for President (2004).
- EDUCATION** Columbia University, MPA (1993); Cornell University, BA (1991)
- HONORS AND MEMBERSHIPS** Awarded the Chartered Financial Analyst (CFA) designation (2004-present); Member, CFA Institute (2004-present); Member, Stamford CFA Society (2004-present); Member, Council on Foreign Relations (2002-present); Term Member, Council on Foreign Relations (1997-2002); Young Leaders Forum, National Committee on United States-China Relations (2003, 2005); Young Leaders Program, French-American Foundation (2001); Department of the Treasury Meritorious Service Award (2001); Department of the Treasury Secretary’s Certificate (2000); Manfred Wornet Seminar for German-American Understanding (1997); Department of Defense Outstanding Achievement Award (1995)
- PUBLICATIONS** “Defeating the Jihadists: A Blueprint for Action,” a Century Foundation Report, chaired by R. Clarke; with G. Aga, R. Cressey, S. Flynn, B. Mobley, E. Rosenbach, S. Simon and L. Wolosky, 11/04. “Update on the Global Campaign Against Terrorist Financing,” report of a Council on Foreign Relations independent task force, co-director with L. Wolosky; chaired by M. Greenberg, 6/04. “Dragged Down by Pensions,” with C. McNickle, *Financial Times*, 2/9/03. “Banking on Your Company’s 401(k) Plan” with C. McNickle, *Pensions & Investments*, 10/02. “Report of the Council on Foreign Relations Independent Task Force on Terrorist Financing,” co-director with L. Wolosky; chaired by M. Greenberg, 10/02. “Moscow Should Hand Over Fugitive Weapons Trafficker” with L. Wolosky, *Los Angeles Times*, 7/23/02. “Law In Order: Reconstructing U.S. National Security,” *National Interest*, Spring 2002. “Pensioners Deserve Better” with R. Smith, *Financial Times*, 1/25/02. “Strangling the Hydra: Targeting Al-Qaeda’s Finances” in How Did This Happen? Terrorism and the New War, edited by J. Hoge and G. Rose (PublicAffairs, 2001). “Terror’s Money Trail,” *New York Times*, 9/26/01. “Follow the Money,” *Foreign Affairs*, July/August 2001.

PERSONAL

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W. BRUCE WEINROD

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OVERVIEW

W. Bruce Weinrod has extensive national security and foreign policy experience in the Executive Branch, on Capitol Hill, at a major think-tank, and in the private sector.

From 1989 until 1993, Mr. Weinrod served as Deputy Assistant Secretary of Defense for European and NATO Policy. Mr. Weinrod participated in the formulation and implementation of US political-military policies with respect to European nations, as well as NATO and the European multilateral organizations, and managed a staff of senior military officers and civilians. He represented the Pentagon in numerous inter-agency meetings, and also led international negotiating teams.

Mr. Weinrod previously was the Director of Foreign Policy and Defense Studies at the Heritage Foundation, where he managed all research and studies activities and a staff of senior policy experts. He briefed and provided analyses on key defense and foreign policy issues to members of Congress, Congressional staff, Executive Branch officials and the media. In addition, Mr. Weinrod authored and edited numerous publications and testified before Congressional committees.

On Capitol Hill, Mr. Weinrod was Legislative Director and Counsel for Senator John Heinz (R-Pa). He directed all legislative strategy and initiatives, managed a large legislative staff, and also was the advisor on foreign policy and defense issues. He had earlier been foreign policy advisor to Senator Paul Laxalt (R-Nev).

In the private sector, Mr. Weinrod has been Managing Director and General Counsel at International Technology and Trade Associates, Inc. (ITTA), where he advised companies on a variety of legal, policy, and regulatory issues. He also served as Manager for International Corporate Affairs at the headquarters of Chase Manhattan Bank. In that capacity, he was responsible for advising senior management on domestic and international regulatory and legislative matters that could affect the business operations of the bank.

Mr. Weinrod is a member of the US State Department's Defense Trade Advisory Group (DTAG), and also is a consultant to the Institute for Defense Analysis. Previously, Mr. Weinrod was nominated by President Reagan and twice confirmed by the US Senate as a Board member of the US Institute of Peace. Mr. Weinrod has also been a Japan Society Fellow and spent several months in Asia assessing regional and bilateral security issues. He serves on several Boards, including the Fund for American Studies and the Geneva Center for Democratic Control of the Armed Forces. He has presented papers on various foreign policy and defense issues at numerous international conferences.

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W. BRUCE WEINROD

OTHER INFORMATION

- Member: District of Columbia Bar
- Member: Council on Foreign Relations
- Consultant, Institute for Defense Analysis (IDA)
- Board Member: United States Institute of Peace (nominated by President Reagan and twice confirmed by the US Senate – (1984 to 1989)
- Member of Congressionally-mandated Study Group on Enhancing Multilateral Export Controls for US National Security (2001)
- Japan Leadership Fellow (The Japan Society) (1995)
- Member: Defense Trade Advisory Group (US Department of State)
- Board Member: Fund for American Studies (Washington, DC); Center for Democratic Control of the Armed Forces (Geneva)
- Senior Fellow, The Potomac Foundation
- Advisory Board Member: New Atlantic Initiative and Johns Hopkins Center for Transatlantic Relations
- Published numerous articles and papers and testified before Congress
- Foreign policy/defense advisor to Republican Presidential candidates: 1988 and 1996
- US Army veteran

EDUCATION

- JD: Georgetown University School of Law (1978)
- MA (International Relations): University of Pennsylvania (1974)
- BA: American University (Government/History) (1969)

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EXECUTIVE PROFILE

- Pragmatic, results oriented leader with extensive experience in high-technology aerospace and defense systems.
- Proven executive skills spanning the system development life-cycle including concept exploration, technology assessment, creative solution development, R&D program management, strategic planning, program planning, system acquisition, execution monitoring, organizational development and team building.
- Uniquely broad background in technology and program management including development of advanced aeronautical and space systems, high energy lasers, ground and maritime systems, robotics, advanced weapons, high-performance software, real-time signal and image processing, and military sensor systems.
- Excellent communication and public speaking skills.
- Over 20 years experience in cross-disciplinary technological product development. Significant experience with key executives in the U.S. Government, high technology, aerospace and defense sectors. Proven track record in launching new programs and leading organizations to create new products and new opportunities from initial concept through launch.

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PROFESSIONAL EXPERIENCE

2009 – Present **Raytheon Missile Systems** **Tucson, Arizona**
Deputy, Advanced Programs

- Executive with responsibility for the Raytheon Missile Systems Advanced Programs product line, responsible for the development of advanced technology, pursuit of emerging weapon system concepts and pre-production development of new weapon systems in support of the Raytheon Land Combat, Naval Weapons Systems, Air to Air, Strike, Guided Projectiles and Unmanned Air Vehicle business areas.
- Engages with DoD and other government customers to identify emerging needs and requirements. Develops business and technology strategies, supports merger and acquisition activities, leads new program capture efforts and oversees pre-EMD development of new military systems for domestic and international markets.
- Directly manages 76 executive directors, program managers and professional staff supported by a matrixed engineering and technical support staff of over 750 personnel.
- Member of the Raytheon Missile Systems leadership team, supporting the company president in managing the \$5.4 B annual revenue Raytheon Missile Systems enterprise.

2008 – 2009 **Stephen Welby, Sole Proprietor** **Bethesda, Maryland**
Aerospace and Defense Consultant

- Conducted studies and assessments of emerging aerospace and defense technologies for government customers.

2004 – 2008

Defense Advanced Research Projects Agency

Arlington, Virginia

Director and Deputy Director, Tactical Technology Office

- Led the DARPA Tactical Technology Office, managing and directing selected basic and applied system and platform research and development projects for the US Department of Defense; pursuing advanced research and technology where risk and payoff are both very high and where success may provide dramatic advances in US military capabilities.
- Managed an annual research and development budget in excess on \$750M.
- Senior executive responsible for a diverse portfolio of major research and development programs focused on delivering breakthrough capabilities in manned and unmanned air, and sea platforms, space systems, novel weapons, and advanced tactical capabilities. Typical projects led to high-visibility demonstrations, rapid-reaction system acquisitions or critical impacts on major defense plans and programs.
- Developed comprehensive research investment strategies, planned and executed high-payoff technology and system prototype development efforts. Directed, mentored and motivated a staff of nationally recognized senior scientists and program managers. Managed concept development, program planning, technical execution, portfolio risk assessment, fiscal execution and transition to service customers.
- Key project highlights:
 - Orbital Express – Developed, launched and conducted an on-orbit LEO demonstration of a two satellite system demonstrating autonomous rendezvous, docking and space servicing; MITEX – Developed, launched and conducted an on-orbit GEO demonstration of three GEO microsatellite technology demonstrators; Falcon – Developed and flight tested the first commercially developed booster for low cost space access; Oblique Flying Wing – Initiated a new X-plane development effort to demonstrate efficient subsonic and supersonic flight; Heliplane – Initiated a new X-plane development effort for a high-speed gyroplane with a tip-jet reaction drive rotor system; Vulture – Initiated a new X-plane development effort to demonstrate an ultra-long endurance high-altitude unmanned aircraft; A160 – Developed and tested an unmanned rotorcraft that established a new unrefueled helicopter endurance world record; HyFly – Developed and flight tested the first Mach 6 cruise missile; HTV – Developed the first Mach 20 hypersonic aerodynamic glide vehicle; Blackswift – Initiated a \$750M joint effort with USAF to develop a Mach 6 capable aircraft; Micro Air Vehicle ACTD – Developed and demonstrated a ducted fan, man-portable hovering UAV adopted by the US Army Future Combat System and by the US Navy for EOD support; HELLADS – Developed the first practical, compact, tactically integrated diode pumped solid state laser weapon and UPI – Developed, fielded and demonstrated a 9000kg robotic combat vehicle integrating advanced perception and planning to conduct military missions in complex terrain.
- Provided advice and consulting support to senior military leadership and the Office of the Secretary of Defense in areas of technical expertise. Communicated agency and program objectives through contacts with print and television media and through frequent public speaking engagements.

2001 – 2004

Defense Advanced Research Projects Agency

Arlington, Virginia

Acting Director and Deputy Director, Information Exploitation Office

- Planned, staffed and led a new office at DARPA focused on research and development of sensor and information system technology and systems with application to battle space awareness, targeting, command and control, and information integration.
- Managed a research and development budget in excess of \$500M.
- Developed and led world-class research and development programs exploring cutting edge opportunities in network-centric warfare, machine intelligence, optical and RF sensing, simulation and modeling and advanced human-machine interfaces.
- Key project highlights:
 - CPOF – Developed, hardened and fielded a distributed, collaborative command and control system adopted by the US Army as the principal C2 tool in Operation Iraqi Freedom; AT3 – Developed and demonstrated a networked ELINT targeting system for tactical aircraft, adopted by the US Air Force as an upgrade to current fighter aircraft; TTNT – Developed and demonstrated a wideband airborne data link for future network-centric systems; HURT – Developed new tools and techniques for managing and tasking swarms of heterogeneous unmanned air vehicles to perform coordinated functions; JIGSAW – Developed and demonstrated a high-resolution through-foilage three-dimensional LIDAR imaging system; FOPEN – Developed and operationally demonstrated UHF/VHF through-foilage synthetic aperture radar and data exploitation system; MANTIS – Developed a next generation night vision capability integrating near, mid and long wave sensor data into an augmented reality environment for the individual soldier and Urban Combat – Led studies to address the technology needs of future urban combat and developed a portfolio of sensor, C2 and targeting technology developments efforts to address capability shortfalls.

**Kevin M. Wensing
Captain U.S. Navy**

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Professional Experience: Twenty-five years of success and achievement at increasing levels of leadership and responsibility with the United States Navy. Special Assistant to the Secretary of the Navy. Proven expert in strategic communications, crisis management and government and media relations. Navy spokesman on high visibility incidents ranging from aircraft crashes and combat operations to humanitarian relief.

**2001- Present - Special Assistant for Public Affairs, Secretary of the Navy
Washington, DC**

- Secretary of the Navy's point person for liaison with the White House, Congress, International Press Corps, the Department of Defense and other agencies.
- Played a leading role in crafting the message for the Secretary of the Navy and in arranging his public outreach. Following the attacks of 9-11-01 led media interaction, speechwriting, Congressional, public and internal relations for leader of more than a million personnel engaged in global operations.

**1996-2001 - Fleet Public Affairs Officer, U.S. Pacific Fleet
Pearl Harbor, Hawaii**

- Led an international public affairs program in an area of responsibility spanning half the globe, dealing with a variety of issues and incidents ranging from the USS GREENEVILLE Submarine accident to exercises and operations across the Pacific and Indian Oceans. Navy lead liaison with Hollywood on motion pictures including: *Pearl Harbor*, *Jurassic Park III* and *Wind Talkers*.

**1993-1996 - Force Public Affairs Officer, Naval Air Force, U.S. Atlantic Fleet
Norfolk, Virginia**

- Leading public affairs professional handling numerous incidents and accidents, special events and other issues ranging from combat operations to White House and Congressional relations, international community and media relations. Arranged Navy participation with *The Wheel of Fortune* and the film *Executive Decision*.

**1989-1992 - Assistant Fleet Public Affairs Officer, U.S. Seventh Fleet
Yokosuka, Japan and Commander Naval Forces Central Command, Bahrain**

- Served as Aide to the Fleet Commander and Public Affairs Officer during Operations Desert Shield and Desert Storm. Led public affairs efforts during relief efforts following eruption of Mount Pinatubo and a devastating typhoon of Bangladesh.

**1988-1989 - Aide to the Chief of Information and Navy Newsdesk Action Officer
Washington, DC**

- Key aide to the head of the Navy's Public Affairs Community. Led initial response following the explosion of turret number 2 on the battleship USS IOWA and other issues.

**1987 - Public Affairs Officer, South Atlantic Force, U.S. Atlantic Fleet
Roosevelt Roads, Puerto Rico**

- Coordinated international public affairs outreach to the people of South American and West Africa and served as battle group watch officer during six-month deployment to the region.

**1984-1987 - Public Affairs Officer, Naval Training Center
Orlando, FL**

- Chief of public affairs, protocol, media, Congressional relations, community outreach and senior editor of weekly newspaper.

**1980-1984 - Engineering and Operations Division Officer, USS TRIPOLI (LPH 10)
San Diego, California**

- Top junior officer of amphibious assault ship operating in Pacific and Indian Ocean region. Founded KEEE-TV and ships daily newspaper in addition to regular duties.

Education:

1993 - MA National Security Affairs Naval War College Newport, Rhode Island

1980 - BS Political Science Quincy University, Illinois

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Awards:

Twice winner of Chief of Information Merit Award for Public Affairs Excellence
Legion of Merit (4 awards), Meritorious Service Medal (2 awards), Navy Commendation
Medal (2 Awards) plus numerous other foreign and service awards

Member:

Public Relations Society of America

National Press Club

United States Naval Institute

Veterans of Foreign Wars

Military Officer Association of America

Naval Order of the United States

International Tennis Hall of Fame, (50th Anniversary Committee Member)

Performed in 2001 film *Pearl Harbor*

Michael A. West

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WORK HISTORY

Congressional Staff, Feb 1996 - Present

Senior Professional Staff Member, Committee on Foreign Relations. Feb 1997 - Present. Responsible to the Chairman of the Committee for regional affairs in sub-Saharan Africa, the Caucasus, and Central Asia. Primary focus on security, economic, and assistance issues. Additional responsibilities include Congressional oversight and legislative responsibility for embassy security and international peacekeeping. Have dealt extensively with various federal agencies, including the Department of Defense, Department of State, Agency for International Development, Central Intelligence Agency, Defense Intelligence Agency, Department of Treasury, Overseas Private Investment Corporation, Trade and Development Agency, and the General Accounting Office. (b)(6)

Since 1996, have conducted oversight of U.S. assistance programs and embassy activities in Ghana, Ivory Coast, Senegal, Mali, Uganda, Sudan, Eritrea, Ethiopia, Kenya, Somalia, Tanzania, the Democratic Republic of the Congo, Mauritius, South Africa, Germany, Russia, the Former Yugoslavia (Kosovo), Georgia, Azerbaijan, Kazakstan, Kyrgyzstan, Cambodia, Laos, Japan, Republic of Korea, and Thailand.

Senate Staff for Pete V. Domenici. Jul 1995 - Feb 1996. Legislative Assistant/ Director of Constituent Correspondence. Legislative responsibilities concerning defense/ foreign policy affairs. Correspondence; management of the daily operation of the entire constituent mail system.

Congressional Fellow, Senate Budget Committee. Feb - Jun 1995. Conducted research and analysis for the senior budget analyst for foreign affairs, (budget function 150).

Commissioned Officer, United States Marine Corps, May 1989 - Apr 1995.

Attained the rank of Captain serving in numerous command and staff positions including tours at 3rd Landing Support Battalion, Okinawa Japan; Weapons Training Battalion, and Headquarters and Service Battalion, Quantico, Virginia.

EDUCATION

The Citadel, Military College of South Carolina. Bachelor of Arts, History; Class of 1989. Education was self-funded through various scholarships and work. Member of prestigious student Honor Committee and Summerall Guards.

Legislative Studies Institute. Spring of 1995. Intensive 18 week graduate-level education and training program preparing selected individuals for congressional staff service. Course of study includes: Senate and House rules and procedures, legislative drafting and analysis, communications and 70 lectures on domestic and international policy issues.

Military Training and Education USMC The Basic School; USMC Communications Officer School; USMC Embarkation Officer School; SAIC Substance Abuse Jr/Sr Course; NRA Law Enforcement Firearms Instructor Course; USMC High Risk Personnel School; US Individual Terrorism Awareness Course; USA Individual Terrorism Instructor Qualification Course; Gunsite Practical Pistol Course; USA Anti-Terrorist Driving Course.

JOHN C. 'CHUCK' WILLIAMS

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BIOGRAPHY

A native of San Diego, California, Chuck Williams was raised in the "Inland Empire" and on the deserts of Southern California. He graduated from Claremont High School, Claremont, California. He earned a BA in Geography and Geology from California State University at Chico ('Chico State'), a MPA in Public Administration from the University of Northern Colorado, and a MA in Human Resources Management from Pepperdine University, California.



He entered the United States Air Force, through Officer Training School (OTS). After flight training, Chuck flew 150 combat missions in Vietnam in AC119G 'Shadow' Gunships in 1969-70. While serving in assignments in aviation, administration, information systems, and logistics, Chuck was stationed in Kansas, Arizona, Virginia, New Jersey, Maryland, and at the Pentagon. His final military assignment was at the Commission on the Bicentennial of the U.S. Constitution, White House, Washington, D.C.

Chuck is a graduate of the Air Force Squadron Officer School, Air Command and Staff College, and the Department of Defense Industrial College of the Armed Forces. He was awarded the Distinguished Flying Cross and six Air Medals for aerial combat, the Defense Meritorious Service Medal, and four Air Force Meritorious Service Medals. Chuck retired as a Lieutenant Colonel in May 1988.

Following his tour of active duty, Chuck joined the 1988 Republican National Convention Staff in New Orleans, Louisiana, and after the election, he served on the Presidential Inaugural Committee Staff in Washington, D.C. In 1989, he received a Presidential appointment to the National Park Service, and was sent on special assignment to California to manage the base closure and transfer of the Army's Presidio of San Francisco to the Golden Gate National Recreation Area.

Chuck left the National Park Service in 1992, to run for U.S. Congress in California's 42nd Congressional District. From 1993-1995, he was the Special Projects Director for Western Public Safety Alternatives, Inc., under contract to the San Bernardino Co. Sheriff's Department. In 1996, Chuck again ran for Congress in the 42nd District. Since that campaign, he has twice directed the California Republican Party's statewide direct mail center in Orange County - (1996 & 1998). Chuck was a field representative for Congressman Darrell Issa's U.S. Senate campaign from 1997-98, and was elected Chairman of the San Bernardino Co. Republican Party, serving from 1997-99. Chuck was the National Director of Operations & Logistics and the California State Director for Alan Keyes 2000 Presidential campaign, from April 1999 - August 2000. He also served on the Bush / Cheney Victory 2000 Campaign in California, working on the Cheney Advance Team and Veterans for Bush, and on the advanced planning for the Bush / Cheney Inaugural Committee in 2001.

From early 2001 to 2003 Chuck worked private property rights and public lands access issues for a variety of clients, including representing San Bernardino Co. on the Bureau of Land Management's West Mojave Planning Team.

In November 2001 following the September 11th Attack on America, Chuck became Project Director for the *Freedom's Flame 9-11 Memorial Foundation* and was personally responsible for procuring and transporting eighteen tons of World Trade Center steel, plus a damaged FDNY 9-11 fire truck, from Ground Zero in NYC to Southern California, across eighteen states, through twenty-two cities, ten state capitals, and the nation's capital, in eleven days. *Freedom's Flame* is \$15 million dollar project to raise money and build two *9-11 Memorials*, one in NY City & the other in Southern California.

During 2003 Chuck was a field representative for Congressman Darrell Issa and Peter Ueberoth Gubernatorial campaigns in California's historic recall election, and then managed Dr. Bill Emmerson's successful bid for Assembly in Southern California.

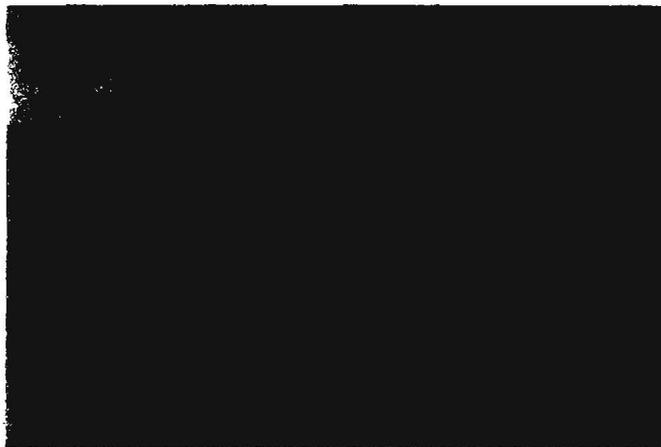
In October 2003, Chuck was asked to return to government service with the Department of Defense and became the Director of Personnel for the Coalition Provisional Authority (CPA) in Baghdad, Iraq. Following Iraq's *Transition to Sovereignty* in June 2004, he became the Regional Programs Coordinator, NE, for DOD's Projects & Contracting Office. He was responsible for over two billion dollars in reconstruction projects in four of Iraq's eighteen governorates.

Chuck returned for Iraq in mid-November 2004 and is currently working as a special consultant to the Office of the Secretary of Defense at the Pentagon in Washington, D.C.

Chuck operates Williams Associates, a logistics-consulting firm in Rancho Cucamonga, CA. He is a Reserve Deputy in the San Bernardino Co. Sheriff's Department, and is active in the Rancho Cucamonga Rotary Club. (b)(6)

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June 8, 2005



AC-119G "Shadow" Gunship in Southeast Asia, 1967-1973

