

TOM YOUNG, JR.
SENATE, DISTRICT NO. 24
AIKEN COUNTY

COMMITTEES:
EDUCATION
FISH, GAME AND FORESTRY
GENERAL
GOVERNOR'S NUCLEAR ADVISORY COUNCIL
JUDICIARY
LEGISLATIVE AUDIT COUNCIL
RULES



SENATE OFFICE ADDRESS:
GRESSETTE BUILDING - SUITE 608
P.O. BOX 142
COLUMBIA, SOUTH CAROLINA 29202
PHONE: (803) 212-6000
FAX: (803) 212-6299
E-MAIL: TOMYOUNG@SCSENATE.GOV

AIKEN OFFICE ADDRESS:
P.O. BOX 651
AIKEN, SOUTH CAROLINA 29802
PHONE: (803) 649-0000
CELL: (803) 215-3631
FAX: (803) 649-7005
EMAIL: TOM@SENATORTOMYOUNG.COM

December 29, 2016

The Honorable Michael R. Pence
Office of the Governor
200 W. Washington St., Rm. 206
Indianapolis, IN 46204

Re: Mr. Steve Homoki
Aiken, South Carolina
Consideration as Ambassador to Hungary

Dear Governor Pence:

Please accept this letter of endorsement as to Mr. Steve Homoki in Aiken, South Carolina for consideration as Ambassador to Hungary. As a native Hungarian and now United States citizen, Mr. Homoki's life story (as detailed in the attached papers) is compelling and one which merits his consideration for this position in the new Administration.

Briefly, Mr. Homoki and his family escaped from Hungary when Mr. Homoki was four years old. After escaping Hungary, Mr. Homoki with his mother and siblings eventually made their way to New York City. Mr. Homoki eventually earned a Master of Business Management from the University of Arkansas, a Bachelor of Science in Electrical Engineering and a Bachelor of Liberal Arts both from Rutgers University. Militarily, he is a graduate of the Air War College, the Industrial College of the Armed Forces, Air Staff College, Squadron Officer School, and the University of Southern California Flight Safety School. He has received several decorations as a pilot including the Silver Star. Recently, Mr. Homoki was re-elected as a Republican member of the Aiken City Council in South Carolina. Mr. Homoki's wife Zee formerly worked for Presidents Ronald Reagan and George H.W. Bush in the White House staff and has recently served on South Carolina state boards as an appointee of Governor Nikki Haley.

Mr. Homoki would be honored to serve the United States as the Ambassador to Hungary. He speaks Hungarian fluently and is very familiar with their history, current politics, policies, and culture. Being able to read the language, he keeps apprised of foreign affairs and developments in Hungary via on-line newspapers. Some of his relatives still reside in Hungary; therefore, he has visited five times since the Soviets were

expelled. He is well acquainted with Geza Jeszenszky, the former Hungarian Minister of Foreign Affairs and former Hungarian Ambassador and Plenipotentiary to the United States. Ambassador Jeszenszky was appointed by Prime Minister Viktor Orban who is again the current Prime Minister of Hungary. They became friends while both were in Washington, DC.

It is my privilege to support Mr. Homoki's candidacy for consideration. Thank you for giving him every consideration and best wishes for the transition process.

Sincerely yours,

A handwritten signature in black ink that reads "Tom Young, Jr." in a cursive style.

Tom Young, Jr.

Enclosures

Cc: The Honorable Tim Scott, U.S. Senate
✓The Honorable Nikki R. Haley, Governor, State of South Carolina
The Honorable Henry McMaster, Lieutenant Governor, State of South Carolina
The Honorable Steve Homoki

Stephen W. Homoki
190 Mockernut Circle
Aiken, South Carolina 29803
November 21, 2016

President-Elect Donald J. Trump
725 5th Avenue
New York, New York 10022

Dear Mr. President-Elect:

You are the leader our Country needs and I would be honored to serve in your Administration. I have been and remain an ardent supporter of yours since the beginning of your campaign. My professional background, experience, and accomplishments give me the knowledge to serve as an Ambassador, or as an Assistant Secretary at Defense, or an Assistant Secretary of State, or in the Small Business Administration.

First, let me introduce myself, I am Steve Homoki, my history is "An American Story." My life/story began in Debrecen, Hungary. There my family and I survived numerous Allied bombings before escaping the advancing Soviet forces. My mother, brother (age 8), sister (age 6), and I (age 4) walked out of Hungary, through Austria, to Germany. Eventually, as Displaced Persons, we were assigned to live in a 10 by 12 room in an abandoned barracks where my father, a pilot in the Hungarian air force during World War II, was reunited with us. My mother, being very clever, arranged for us to attend German schools for the next six years while waiting in line to come to America. Finally, with Visa in hand, our family of five arrived in New York with \$5.05 in our pockets and rail tickets to New Jersey.

My parents always taught us that with a good attitude and wise choices, poverty was just another challenge. With determination, dedication and hard work, my siblings and I all graduated from universities and hold advanced degrees. I earned a Master of Business Management from the University of Arkansas, a Bachelor of Science in Electrical Engineering and a Bachelor of Liberal Arts both from Rutgers University. Militarily, I am a graduate of the Air War College, the Industrial College of the Armed Forces, Air Staff College, Squadron Officer School, and the University of Southern California Flight Safety School. Recently, I was re-elected as a Republican member of the Aiken City Council in South Carolina.

It would be an honor to represent you and the United States as the Ambassador to Hungary. I speak Hungarian fluently and am very familiar with their history, politics, policies, and culture. Being able to read the language, I keep apprised of foreign affairs and developments in Hungary via on-line newspapers. Some of my relatives still reside in Hungary, therefore, my family and I have visited there five times since the Soviets were expelled. I am well acquainted with Geza Jeszenszky, the former Hungarian Minister of Foreign Affairs and former Hungarian Ambassador and Plenipotentiary to the United States. Ambassador Jeszenszky was appointed by Prime Minister Viktor Orban who is again the current Prime Minister of Hungary. We had become friends while we were both in Washington, DC.

As the American Ambassador to Hungary, it would give me the perfect venue to carry through with your policies concerning alliances and relationships with Europe. My objective would be to build a stronger and more meaningful status between our Country and Hungary. To accomplish this goal, I would emphasize military cooperation and more robust trade where citizens of the US and Hungary would have a better opportunity to live, work, and prosper. This would also be an extraordinary opening to explore the feasibility of minority-owned small businesses to engage in foreign markets.

From Hungary to America, I became a highly decorated Air Force fighter pilot (including a Silver Star) and NATO war plans expert. As a NATO War Plans Officer at Allied Air Forces Central Europe (AAFCE) in Germany, I wrote two Contingency Operations Plans which endured and their execution concepts were used in the Iraq/Afghanistan wars. This gave me an intimate knowledge of the NATO structure, operations, alert system, and missions. Having worked with all, the then-NATO member nations, in NATO exercises and real-world crises, I could not agree with you more that each member nation should and must satisfy its obligations!

Being a NATO expert assigned to the Joint Staff at the Pentagon in the Joint Operations Division of the J-3, my responsibilities included NATO, Berlin, and the US European Command. Briefing the US Ambassador to NATO, flag officers, Defense officials, NATO, SHAPE, Berlin and European Command commanders became a routine but critical requirement of my position. I was instrumental in the rapid introduction and basing of Ground Launched Cruise Missiles (GLCM) in Europe. As the chief point of contact and participant for the Department of Defense during the WINTEX/CIMEX major NATO exercise, I guided the US response of over 500 US officials at the Pentagon. This gave me a deep understanding of the complexity of the US role in the North Atlantic Alliance. I garnered a full appreciation of NATO's strengths and weaknesses.

My responsibility as to Berlin consisted of ensuring free access via road, rail, and air for the three western Allies: United States, France, and Britain. I managed a multi-national organization for the US, dedicated to developing plans and countermeasures to ensure that access. Because many countermeasures involved political as well as military actions, I was a regular visitor at the State Department's Political Affairs offices. I traveled to Berlin often and had many interfaces with our Allies and the Soviets. We successfully maintained free access through the Berlin Air Safety Center corridor until the "wall" came down.

I often worked with all the services and briefed the Secretary of Defense, the Chairman of the Joint Chiefs of Staff and the Service Chiefs. There I honed my understanding of the top echelons of the US military. During my military career, I was cleared to TOP SECRET, TS/SCI, Cosmic Top Secret, NATO Secret, and NATO Atomic, which are some of the highest classifications of clearances. I understand the life and death importance of protecting and safeguarding of classified materials for the security of our Country.

As the terrorism threat increased, I was appointed as the Joint Staff representative to then-Vice President Bush's Anti Terrorism Task Force. This position required many actions responding to real-world events. This also afforded me the opportunity to work with the National Security Agency (NSA), Defense Intelligence Agency (DIA), Central Intelligence Agency (CIA) and the National Security Council until my retirement from the military.

During the next phase of my life, I became the Chief Operating Officer and Vice President of two 8(a) minority owned companies, spending many hours with the Small Business Administration learning the intricacies of minority owned businesses and how to make them successful. My efforts came to fruition when we were listed in the Washington Technology Magazine as a Fast50 two years in a row, always exceeding our target revenue while creating over 400 well-paying jobs. My company was also selected to the INC500 list by INC Magazine.

Recently, I was re-elected as a Republican member of the Aiken City Council. People live in Aiken not just for its beauty and weather but for golf, horses and history. My main focus is providing a safe place to live, bringing jobs to Aiken, preserving the past and preparing for the future. It has been and is my honor and privilege to serve the Citizens of Aiken, South Carolina.

My knowledge, experience, and expertise are commensurate with the positions I have identified: Ambassador to Hungary, Assistant Secretary of Defense, or Assistant Secretary of State, or the Small Business Administration. Therefore, I offer you, Mr. President-Elect, my honesty, my loyalty, and my integrity assuring you that I only make informed decisions based on facts.

I look forward to discussing my qualifications with you and you will find attached my curriculum vitae.

Sincerely,

Stephen W. Homoki
swhomoki@hotmail.com
803-439-2530

WHY I HOPE TO BE A PART OF THE PRESIDENT ELECT'S ADMINISTRATION:

- Because, I believe President-Elect Trump is determined to bring our Country back from the brink of Socialism;
- Because as an immigrant who had lost his native country to Communism, I want to ensure that my family never loses their country to totalitarianism;
- Because, I believe I have the knowledge, experience, and expertise to help President-Elect Trump attain his goals by being appointed as his Ambassador to Hungary, or as an Assistant Secretary of Defense, or as an Assistant Secretary of State, or in the Small Business Administration;
- Because, I like President-Elect Trump's America First (Make America Great Again) approach;
- Because of my rare capabilities of speaking, reading, and writing Hungarian fluently, I bring a unique aptitude to the Administration and the Foreign Service;
- Because, I will bring to bear my knowledge of NATO, US European Command, and Hungarian history, politics, policies, and culture to the benefit of the United States;
- Because being a NATO/European expert, I will be able to incorporate my expertise and experience in carrying out President-Elect Trump's strategies as they relate to European military entanglements;
- Because, I understand the life and death importance of protecting and safeguarding classified materials for the security of our Country;
- Because, I like his "kick ass" attitude regarding law and order; and
- Because, I would take great pride in representing President-Elect Donald J. Trump for the betterment of my adopted Homeland, the United States of America!

Stephen W. Homoki
swhomoki@hotmail.com
803-439-2530

ADDITIONAL QUALIFICATIONS:

- I and my family are legal immigrants to the United States;
- I know the frustrations a family experiences while waiting for a legal Visa (My family waited six years in post-WWII Germany);
- I know the depths of poverty and hunger;
- I speak, read, and write Hungarian fluently;
- Was Mayor-Pro-Tem of a City of 32,000 for over two years;
- 22 years in the United States Air Force, my assignments ranged from F-100 and F-111 fighter pilot to the highest echelons of US and NATO military and civilian headquarters;
- I was cleared to TOP SECRET, TS/SCI, Cosmic Top Secret, NATO Secret and NATO Atomic, which are among the highest classifications of clearances;
- I authored the NATO Central Region air refueling plan and the plan that integrated the Strategic Air Command (SAC) bombers into the NATO conventional arsenal. Garnered approval for these plans from the six Central Region Ministries of Defense that significantly increased the war fighting capability of NATO;
- Hosted and directed the successful Europe-wide conference dealing with the use of external air resources in NATO war plans. This was a tremendous addition to the joint air-land battle concept;
- Lecturer at Army War College, Carlisle Barracks, Pennsylvania;
- Investigated three major USAF aircraft accidents, one as Board President;
- At Nellis AFB, Nevada, I was the Technical Advisor on the F-111 aircraft Flight Characteristics training film; and
- The synergy of my experiences with the military, NATO, Europe, policy arena, security services, and the small business realm makes me an asset in many diverse fields.

Stephen W. Homoki
swhomoki@hotmail.com
803-439-2530

CURRICULUM VITAE

STEPHEN W. HOMOKI

190 Mockernut Circle, Aiken, South Carolina 29803 swhomoki@hotmail.com 803-648-6583

BACKGROUND IN BUSINESS

- As Vice President and Chief Operating Officer increased revenue for minority owned firm ten-fold while geometrically building employee strength;
- Guided one company from one employee to over 400 employees;
- Developed in-depth expertise in Federal procurement policy, minority business development, opportunity qualification, proposal preparation, contract delivery, training, costing and pricing strategies, and Defense Contract Audit Agency requirements;
- Demonstrated record of developing successful winning proposals for multi-year, major agency-wide solicitations;
- Experience as program manager for projects involving several hundred employees located at multiple dispersed sites throughout the country;
- Extensive experience working with EPA, FDIC, Census, PTO, FAA, DHS (FEMA), Navy, and others;
- Formed winning teaming relationships with subcontractors and as a subcontractor with several major primes;
- Proficiency in interfacing and negotiating with government and commercial clients.

EMPLOYMENT AND EXPERIENCE

NATEK Incorporated

Chief Operating Officer/Vice President: November 1998-December 2003

As the Chief Operating Officer and Vice President I oversaw the operations of NATEK Incorporated, a woman-owned small disadvantaged business. Intimately involved in all aspects of business development, marketing, the financial function and operations. Garnered several multi-year contracts with Federal agencies thereby increasing the gross revenue tenfold in a period of less than three years and increased the number of employees three-fold. Increased the scope of services provided by the company with the addition of in-house resources. Established NATEK as a credible player in the information technology and emergency management services area. NATEK under my direction became a much preferred contractor to the Federal Emergency Management Agency (FEMA now with DHS), the Bureau of the Census, the Patent and Trademark Office and the National Highway Traffic Safety Administration as evidenced by the number of contracts awarded and successfully performed. Specific programs that I managed involved:

- CIP - ran an existing office at Emmitsburg, MD to collect, analyze, disseminate, and post on the web critical infrastructure protection issues as they relate to our firefighters and community leaders.
- CHER-CAP - developed exercise scenarios and evaluated results working with local first responder, civic, political, and medical personnel throughout the nation.
- FICEMS - conducted meetings and administrative work for the interagency committee dealing with emergency medical services.
- CSEPP Survey – led extensive nation-wide survey of local population surrounding all the nuclear power sites.
- REP - conducted technical reviews of and validated the effectiveness of the alert notification systems in the EPZ for nuclear power plants.

ARMSTRONG DATA SERVICES, INC.

Chief Operating Officer/Senior Vice President: October 1990-November 1998

Managed the nation-wide operations of a small disadvantaged professional services and engineering firm. Lent credibility in covering all aspects of company operations and marketing in the commercial and government sectors. Interfaced with existing and potential clients in need of vital technical, computer, engineering and business services. Identified short range and strategic opportunities and teaming arrangements. Wrote and updated the company business plan, set goals and assessed attainment. Oversaw and participated in the preparation of responses to solicitations with special emphasis on the costing and pricing strategy to be employed. Directed and guided the scope of infrastructure and the spending plan of the company to maintain competitive rates. Hired key staff members and executives. Chaired and led monthly operations, financial, and marketing meetings involving company President, all Vice Presidents and Chief Financial Officer. Selected achievements include:

- Set the direction of and managed the growth of a start-up company from one employee to a firm with over 400 employees;
- Demonstrated record of developing and updating a business plan and carrying out a successful execution of the plan. Annual revenues went from minimal to over \$28 million and there still existed a current contracted backlog of \$54 million;
- Led the company into larger scale business operations as a competitor in the government sector, personally responsible for capture of multi-year contracts in excess of \$88 million;
- Garnered sole source contracts in excess of \$14 million with civilian and DOD agencies;
- Qualified the company as a GSA FAST contractor with an IDIQ ceiling of \$90 million;
- Under my leadership, the company was recognized as a Washington Technology Magazine FAST 50 growing entity two years in a row and also was selected to the INC500 list by INC Magazine;
- Established four operating offices and 23 worksites throughout the country;
- Set performance criteria, metrics, and led, motivated and developed strong teams;

- Fulfilled the role of General Manager/Chief Operating Officer, dealing with the revenue generating divisions, providing critical guidance to them and ensuring day-to-day operations supported overall effort;
- Performed vital roles of Chief Operating Officer, program manager, proposal manager, pricing manager, and marketing manager as needed during those eight years of rapid growth; and
- Throughout those years, educated the company principal on the federal marketplace, SBA procedures, and vertical and lateral marketing and team formations.

THE SCIENTEX CORPORATION

Vice President, Management and Systems Services: June 1990-October 1990

Directed all division activities in providing support to various commercial and government clients. Maintained profit and loss responsibilities for the technical services of this 60 person division with annual revenues of over \$3.5 million. My direct efforts, in presenting capabilities and negotiating requirements with the client, resulted in a major extension to an existing contract with a major Federal agency (DOT) and one of the largest major communications companies (AT&T) in the world. Provided indispensable inputs to the out year tasks and pricing of a United Nations agency effort in automation, to a methods and procedures venture by AT&T, and to the design of a critical database for ADAPSO, all successful contracts. Paved the way for continued organizational marketing of selected and identified Federal and private agencies and companies by mentoring and training a subordinate to carry on. Helped in the introduction of a California start-up minority owned company to the DC area, was asked to join the company, and set up its Washington office to handle Federal operations. Selected achievements include:

- Exceeded targeted goals for revenue for the division by a factor of two;
- Reinvigorated the solicitation response function to become truly responsive and efficient by formalizing the procedure, to include wider participation and reviews;
- Conducted market research and analysis and developed sales plans and marketing strategies to better attain goals;
- Groomed and mentored a subordinate to take over the ongoing marketing efforts initiated by me; and
- Developed the business strategy to transition the company to the competitive small business arena.

SYSTEMHOUSE INC.

Project Director/Senior Consultant: August 1987-June May 1990

Performed several functions with ever increasing responsibility for one of the major international integrators. As the SYSTEMHOUSE Project Manager for the Navy's PPBS system, with an installed value of over \$27 million at the Pentagon and other sites, I was successful in effecting a major upgrade of next generation systems. This was done by regularly identifying, negotiating, and implementing technical upgrades and modifications. Result was a significant increased contract value. Responsible for

coordinating all the maintenance efforts dealing with all the hardware, software, operating systems, applications, and communications. Supervised the technicians providing training to users newly introduced to the PPBS system and ensured that equipment relocations were timely and downtime was minimized during a major Pentagon facility upgrade. As a Senior Consultant, managed from inception to completion three successful winning proposals in response to Government solicitations with a value of over \$60 million. Acted as proposal manager on the largest proposal effort ever undertaken by SYSTEMHOUSE, was assigned an operating budget of \$450,000 for the effort. The winning contractor bought the integrated solution developed by the SYSTEMHOUSE proposal team. On another occasion, assigned in midstream to a major DLA imaging/cataloging proposal, got the proposal back on track, wrote a development plan, determined required resources and costs, and led the effort through the operational capability demonstration.

As a Marketing Consultant, roles involved executive marketing to the Government, including visits to all the Federal agencies and Departments. Developed marketing strategies for the out years, identified and tracked shorter term opportunities, engaged vendors and teaming partners in focusing on a team approach to bids and market penetration.

- Project Manager on largest Navy contract for the Company;
- Met regularly, conducted negotiations and resolved project related issues with client contracting and technical personnel;
- Supervised company and subcontractor staffs;
- Routinely briefed company president and other executives on status of the project;
- Managed successful proposals for DLA, Wright-Patterson AFB, and GSA;
- Official company marketing briefer on all major presentations to clients and potential clients;
- Helped finalize the proprietary SYSTEMHOUSE Methodology;
- Developed long range and more immediate marketing goals and targets; and
- Designed, developed and wrote the text for the company marketing brochure.

STEPHEN W. HOMOKI

190 Mockernut Circle, Aiken, SC 29803

swhomoki@hotmail.com

803-648-6583

BACKGROUND IN MILITARY

- Over twenty years of operational military experience with staff assignments to the highest levels of the Joint Staff and NATO;
- Over 3300 flying hours in tactical fighter aircraft as pilot and/or instructor;
- Pioneered and/or authored contingency plans that are still in effect today, such as:
 1. the NATO Central Region air refueling plan;
 2. the plan that integrated the SAC bombers into the NATO conventional arsenal;
 3. the procedures for building hardened shelters in Europe for tactical aircraft;
 4. the changes in the NATO Alert System (commonly known as the Blue Book).
- Developed the first definitive document for the preservation of command and control and succession of command for the Central Region of Europe;
- Guided a European-based Fighter Wing to the most successful NATO Tactical Evaluation in the history of USAFE;
- Developed for and briefed to the National Command Authority options to cope with actual world-wide crisis situations;
- Known for bringing projects in ahead of schedule;
- Team Leader on major military command manpower survey study of US European Command; and
- Excellent and practiced writing, briefing and communications skills.

ASSIGNMENTS AND EXPERIENCE

UNITED STATES AIR FORCE

Staff Operations Officer, OJCS, J-3, Joint Operations Division: July 1983-July 1987

Area of primary responsibility was the European theater, NATO, and Berlin. Developed options to cope with real world-wide crisis situations for the National Command Authority. Prepared and presented unified and specified commanders' anticipated courses of action to the Joint Chiefs of Staff, Secretary of Defense and the State Department. Actions involved defining mission, command relationships, and rules of engagement. Chief planner for several major global exercises and for numerous US and NATO command and control alert systems exercises. Designated the US Representative to the NATO Alerts Conference in Brussels. JCS representative on the multi-agency panel chartered to formulate the terms of reference for then Vice President Bush's Anti Terrorism Task Force.

- Active participant in developing options related to Libya, TWA 847, Grenada, Achille Lauro, and other non conventional warfare or terrorist actions;
- Developed course of action, political and military, in response to Soviet actions attempting to restrict our access, rights and options in Berlin and East Germany;
- Instrumental in the rapid introduction and basing of Ground Launched Cruise Missiles (GLCM) to Europe;

- Joint Staff representative to Live Oak, a tripartite organization based in Belgium;
- Worked with US and allied commanders in Berlin and with the Berlin air safety coordination center;
- Developed the procedure for the US, France, and Britain to reassert their rights to air access to Berlin;
- Briefed Ambassador and US Military Representative to NATO on issues involving policy and procedures;
- Joint Staff Operations Directorate Team Leader for EUCOM manpower survey study;
- Routinely prepared correspondence, documentation, and briefings for the highest military and civilian government leaders; and
- Regularly lectured at Army War College, Carlisle Barracks, on NATO Command and Control and the NATO Alerting System.

Chief, Operations Plans Officer, 48th Tactical Fighter Wing: February 1983-June 1983

Developed and maintained all C2 operational war plans, emergency action procedures, and wartime contingency directives required to support the Wing's commitment to the Supreme Allied Commander Europe (SACEUR) and the North Atlantic Alliance. Reviewed, supplemented, and implemented all plans directed by HQ 3rd Air Force, United States Air Forces Europe (USAFE), and Supreme Headquarters Allied Powers Europe (SHAPE). Developed two-man control procedures for nuclear loaded aircraft in hardened shelters that have been adopted for use throughout USAFE. Led a select group of specialists in developing and implementing an advanced NATO ADP system, specified requirements, conducted architectural design, and planned implementation.

- Guided the Wing to the most successful NATO Tactical Evaluation in the history of USAFE;
- Supervised a staff of five in the Operations Plans Office;
- Maintained instructor currency in the F-111F; and
- Accident Board President on major aircraft mishap.

Squadron Operations Officer, 495th Tactical Fighter Squadron: March 1982-February 1983

Supervised staff of 40 instructors providing complex procedural and technical jet flying training to 160 trainees per year utilizing the multi-mission F-111F aircraft. Developed and controlled course syllabus content. Monitored instructor and student performances, proficiencies, and techniques. Introduced computer techniques and programs to efficiently track costs, milestones, schedules, and to document performance, a major innovation at the time. Training time was cut by ten days in a 90-day program and training effectiveness increased by 23 percent as measured by aircraft sorties required.

- Conducted classroom platform instruction on tactics and procedures;

- Flew as an instructor pilot and maintained full combat ready status;
- Member of original PAVE TACK instructor cadre;
- Designated squadron commander during prolonged absences of commander; and
- Received outstanding operations rating from USAFE inspectors.

Chief, Command and Control Division, 48th Tactical Fighter Wing: May 1981-March 1982

Managed all functions of command and control from facilities planning to the positive control of the Wing's 84 aircraft conventional and nuclear attack force. Redesigned and modernized the Wing operations command and control function. Designated as the program manager for an extensive overseas command post and aircraft shelter construction project involving twelve simultaneous projects valued at over \$26 million. After a two-year halt in work caused by contractor failure, reorganized the start-up, set milestones, monitored budget compliance, and completed the project two months ahead of schedule. The project was adopted as the model for similar ventures in USAFE.

- Responsible for the effective control of exercise and actual war orders;
- Supervised a staff of 12 command and control officers and support staff of 16;
- Worked with host nation and third nation employees;
- Responsible for training officers in US and NATO command and control procedures; and
- Conducted battle staff training to top Wing officers.

NATO War Plans Officer, HQ Allied Air Forces Central Europe (AAFCE): July 1978-May 1981

Responsible for the development, validation, coordination and review of HQ AAFCE war planning and policy. Maintained liaison with Allied and national headquarters to ensure that war plans and policies were in accordance with current concepts of effective employment. Authored the NATO Central Region air refueling plan and the plan that integrated the SAC bombers into the NATO conventional arsenal. Hosted and directed the successful Europe-wide conference dealing with the use of external air resources in NATO war plans. Frequently lectured at various US and Allied headquarters on the new AAFCE concept for the joint air-land battle. Developed the first definitive document for the preservation of command and control through the smooth transfer of authority in the event of a change in location or succession of command for the Central Region of Europe.

- Identified the operational priorities for command and control systems of the future for the Allied Command Europe Architectural Design Study;
- Principal adviser to Commander of AAFCE during the 1979 Poland crisis;
- Developed plans and garnered approval for these plans from the six Central Region nations that significantly increased the warfighting capability of NATO;
- Assisted the Southern Region in implementing their weapons school in Sardinia; and
- Pioneered the introduction of heavy bombers in NATO war plans.

Other Air Force Operational Experience and Facts: 1965-1978

- Over 3300 flying hours in tactical fighter aircraft as pilot and instructor (F-111, F-100);
- Two tours in Southeast Asia with over 400 hours of combat time;
- Over seven years of flying experience in Europe/NATO;
- Expert on nuclear weapons release procedures;
- Chief of Safety for a tactical fighter wing, investigated two major aircraft accidents as investigating officer and one as board president;
- Flew two missions in support of the Mayaguez rescue near Cambodia;
- Technical adviser on the F-111 Flight Characteristics training film; and
- Safety officer for the first major AWACS operational test on the West Coast.

Military Decorations and Awards (Partial Listing)

- Silver Star Medal
- Distinguished Flying Cross (Two Awards)
- Defense Meritorious Service Medal (Two Awards)
- Vietnamese Cross of Gallantry with Silver Star
- Air Medal (Thirteen Awards)
- Air Force Commendation Medal (Three Awards)

EDUCATION

University of Arkansas:	<i>Master of Science, Business Management, 1973</i>
Rutgers University:	<i>Bachelor of Science, Electrical Engineering, 1964</i> <i>Bachelor of Arts, Liberal Arts, 1964</i>
University of Southern California:	<i>Aviation/Flight Safety Course, 1974</i>
Military Schools:	<i>Air War College, 1980</i> <i>Industrial College of the Armed Forces, 1980</i> <i>Air Command and Staff College, 1978</i> <i>Squadron Officer School, 1972</i>

LANGUAGES

English, Hungarian, German

CLEARANCES

DSS previously cleared to TOP SECRET, previously held TS/SCI, Cosmic Top Secret, NATO Secret, and NATO Atomic