

~Professional Vitae~

Steve Vermillion

Career Summary

A thirty-year personal career that is results-oriented with success achieved in a wide range of demanding positions with increasing managerial responsibility in highly working in concert with highly competitive and diverse organizations. Visionary leader with extensive strategic planning and project management skills, that fosters teamwork and innovation and through the use of Quality [Lean] processes while understanding the needs of those he serves. Extensive budget management skills encompassing a wide spectrum of programs and projects. A leader who has strong communication skills and is customer focused. Highest ethical and professional standards. Award winning author, educator; leader; trainer and, public speaker.

Consultant-Science Applications International Incorporated: (2006-Present)

Primary emphasis is in the support of Science Applications International Incorporated and their partnerships with other defense contractors preparing bid proposals for active Request for Proposals (RFPs) that include a requirement for Battle Command Training Center operations. Most recently, I was one of five SAIC staff members to work with Raytheon and Computer Science Corporation as the primary author of the Battle Command Training Center component for the Warrior Training Alliance's (WTA) proposal submission on the ten-year, multi-million dollar contract. My area of expertise is the design of the training process, incorporation of live, constructive and virtual simulations, the application of lessons learned and the REACH process. Extensive experience with simulations, embryonic and burgeoning technology. Current Secret Clearance.

Battle Command Training Center-Chief Plans Training and Exercises: (2003-2006)

Responsible for planning and conducting all individual and collective training events for the Mission Support Training Facility [MSTF] and the Individual Training Branch relating to all automated Army Battlefield Digital Command Systems (C4ISR) and the integration of Live, Virtual and Constructive training. One of two people to develop and implement a digital REACH capability in the MSTF using classified computer connectivity to forward deployed forces in Iraq and Afghanistan. Developed training programs using simulations, computer systems, and real world tactical information to replicate actual tactical scenarios occurring in Iraq and Afghanistan. Taught, coached and mentored the commander and system users on how to navigate through the software, hardware and networks applying knowledge gained to organizational command and control. Worked with individual unit [military] planners to formulate training plans to progress from individual to collective tasks ensuring skills are developed in a building block format.

Program Manager Forest Excise Tax-Washington State: (1993-2003)

Provided superb leadership for the Forest Excise Tax and Log Export Programs for the State of Washington Department of Revenue. Hired, developed, trained and retained a very diverse and talented staff that formed into highly functional and cohesive team thereby converting an organization described as "dysfunctional and toxic" into one having **excellent "EQ"**, fully imbued with the quality process and one that maximized its resources. Worked exceptionally close with HR staff on recruitment, hiring, disciplinary matters, salary determination, classification to include classification studies and training programs. Served as a mentor in the Department's Mentor/Protégé program. Using Strategic Planning and Project Management, converted a budgetary process (operating virtually in the red) to one realizing an 11 percent surplus while continuing to implement technology upgrades, work place improvements, and accomplishing legislative requirements directed but not resourced; Implementing the Malcolm-Baldrige Quality process as part of our business rule thereby winning the Washington State Department of Revenue Quality Team Award for 1996, the Washington State Governors Quality Team Award for 2003 and being recognized in the Governor's quality publication eight times; and being the **First division or sub-element** to have implemented an electronic imaging system thereby eliminating all paper files; to incorporate ergonomics into the work environment to remedy work related injuries, and to incorporate 'hands-free' communications in all vehicles. Additionally, hosted public hearings served as the first line of appeal for

taxpayers and resolved potential litigation. Internal Safety Program was considered the best in the Department and one of the best in State government.

Adjunct Faculty: (Embry-Riddle Aeronautical University): (June 1992 to 2004)

Designed and taught a Graduate Course in Human Factors in Aviation/Aviation Industry which incorporated the study of the human interface with machines and their environment within the light of engineering, human reliability, stress, systems safety, systems design, Crew Resource Management (communications/leadership), psychology, and flight physiology. Course studies centered around aircraft accident investigation in the airline industry—addressing casual factors which were defined as contributors and others that were potentially related to the accidents. Selected as the Instructor of the Year-1993 Embry-Riddle Aeronautical University-McChord Air Force Base; Served as a faculty advisor for an average of four graduate students per year, guiding them in their research and through the completion of their Graduate Research Paper. Certified to teach undergraduate course in Human Resource Management.

Consultant/Trainer--Tsunami Enterprises: (May 1997 to Present)

Tsunami Enterprises is my training and consulting company. Training and consulting services are provided in the following areas:

Organizational Development, Leadership Effectiveness, Interpersonal Communications, Team Training, Understanding of Oneself and Others, Corporate Quality, Implementing and Managing Change, and Managing Stress

Professor of Military Science-University of Washington: (April 1989 to June 1993)

Professor and Department Chairman; developed needs assessments, designed course curriculums, taught courses in leadership, management, organizational theory, operations management, ethics, Total Quality Management, planning, logistics, and the theory of warfare. Directly responsible for; recruiting and retention of potential military officers; provided the leadership, mentoring and role model for these potential officers; personnel management functions; academic standards; and, the education for 160 students. Responsible for the certification and safety of all high risk training. Supervised ten Assistant Professors. Within specified teaching guidelines, revised the course curriculum and lesson plans to ensure our graduates were fully prepared academically, mentally and physically to meet the challenges of military service upon graduation. Designed the Field Leadership Reaction Course (FLRC) which is a hands on facility developed to train and evaluate team leadership skills, communications, problem solving, consensus building and organizational development skills. Our students were consistently recognized for their military and academic achievements.

Deputy Director: (June 1988 to April 1989)

Provided leadership for a 100 member staff managing human resources, security, training, planning, logistics, fiscal management and medical care for a 3100 member organization. Managed an annual budget forecast for the Brigade with over \$150 million dollars worth of equipment and a \$5 million dollar annual operating budget. Responsible for the maintenance management program for 1250 vehicles. With seven days notice, we planned and executed a coordinated air and ground strategic movement of a 3100 member organization with 165 vehicles in response to a national emergency for forest fire suppression in the LoLo National Forest. We virtually established a small city in the middle of pastureland capable of providing all support services, communications, medical facilities, aviation operations and a tactical command and control headquarters to accomplish the assigned task and to sustain 3100 soldiers. Established communications networks enabling our organization to effectively communicate at the national, state and local levels. This operation was completed without injury or accident. Maintenance and equipment readiness met or exceeded national standards. Deployed the staff and leaders for another major communications exercise to establish and operate command post locations throughout Washington and Oregon to test the organization's ability to communicate via radio [w/o satellite connectivity] over long distances.

Operating Executive for Operations: (November 1987 to June 1988)

Selected specifically by name! Developed long range and short range, multi-echelon training plans for 1300 member Brigade for the Army's first ever motorized tactical concept testing and evaluation at the Army's National Training Center, Mojave, California. Training plans included the integration of new equipment, systems, and

tactical concepts. Developed and implemented a \$2 million dollar training budget. Resourced all training with the required fiscal assets, prioritized critical training needs and negotiated contracts when necessary to support training objectives. We coordinated a joint air, ground and rail movement of equipment and personnel, conducted the 20 day exercise with superior evaluations, and, coordinated the redeployment back to Washington State. Operations Center operated 24 hours a day for 20 days-communications were through computer data links and every 18 hours we produced a new operations plan for the next Brigade level battle scenario. The test proved the viability of the motorized doctrine in a high impact tactical exercise with outstanding results.

Deputy Director of Operations Plans and Training: (July 1985 to November 1987)

Principal staff assistant of a 14 member primary level (G-3) staff for the development of long range and short range training plans, conduct of strategic operations, policy analysis, organizational design, budgeting and resource allocation, technological development, contingency planning and computer simulation training for a 16,500 member organization. Conducted on-site training evaluations of lower echelon training events. Involved with the planning of Emergency Deployment Readiness Exercise events to include being the primary senior operations and training officer on two of the many deployments. Involved with the planning and deployment for command post exercises. Assisted with the development, allocation and monitoring of the organization's \$55 million dollar operating budget.

Chief,-Special Planning Group: (July 1984 to July 1985)

Chief planner for a military exercise termed REFORGER 85, which involved 70,000 personnel from the United States, Germany, France and Belgium. Planning and execution permitted expenditures to be well below the allocated \$10 million dollars. Focal point for the coordination results of land, air and sea movement; staging areas for redeployment; contractor supported facilities; and for host nation facilities in support of maneuver forces. Coordinated and provided liaison for National, State and Local dignitaries. Conducted information briefings for national dignitaries and strategic level military commanders. This exercise was touted as one of the finest conducted under such adverse climatic conditions.

US Army Leader and Staff Officer (Nov 1967-Jul 1993):

Nearly 26 years of dedicated service at ranks ranging from Private to Lieutenant Colonel for this period of time in a variety of organizations ranging in size from 30 to 22,000 soldiers requiring participative management skills to motivate and build commitment which created an environment that allowed employees at every level to excel. Transformed average groups into high performing organizations. Recognized for achievement in training efficiency, affirmative action, retention, aircraft maintenance/operations, safety and employee development. Designed, implemented and administered a variety of policies and programs which yielded awards for excellence. Increased the quantity and quality of operations while reducing costs through highly effective leadership. Served as director of training and training management for several complex organizations. Developed comprehensive, dynamic individual and collective training programs that received several regional and national awards. Managed an annual budget forecast for an organization with over \$150 million dollars worth of equipment and a \$5 million dollar annual operating budget. Served as the organizational safety officer in ground and aviation units. Three awards for valor and 41 awards for achievement along with numerous service, campaign and overseas awards, certificates of achievement, and letters of appreciation.

Education

- Postgraduate Study: Management / Organizational Theory, University of Washington; 1992
- Master of Business Administration: Saint Martin's College; 1987
- Bachelors Degree, Aeronautics: Embry-Riddle Aeronautical University; 1977
- Graduate Degree Equivalent, Management: US Army Command and General Staff College 1983

Certifications:

- Professor of Military Science-University of Washington
- Adjunct Instructor-Embry Riddle Aeronautical University
- Certified trainer for Dr. Eric Allenbaugh's Personal Strengths Profile,
- Certified Trainer for Achieve Global Courses (formerly Zenger-Miller).
- Certified Flight Instructor, Federal Aviation Agency and US Army
- Certified Standardization Instructor Pilot--Rotorcraft, US Army

Membership:

- In The Shadow of the Blade, Inc **Board of Directors**
- Distinguished Flying Cross Society-NW Chapter-**President, Board of Directors**
- Vietnam Dustoff Association-**President, Board of Directors**

Publications:

- Multiple award-winning author for my first book entitled: **“Dustoff: No Compromise! No Rationalization! No Hesitation! Fly the Mission!”**--a compilation of stories documenting my experiences as well as my crewmembers while flying unarmed medical evacuation helicopters in Vietnam. Published in October 2003. (non-fiction)
- **“Booty’s Ride”**-- second book currently in draft. Target publication date February 2007 (Fiction/non-fiction)
- Featured in **Discovery’s** documentary of the **Ten Greatest Helicopters.**
- “Mission-Nightmare”-Aviation Digest
- “Forests Ablaze”-Army Magazine
- “Cajun’s Challenge”-Soldier’s Magazine
- “Motorized at the National Training Center”-Infantry Magazine
- Featured Speaker: Museum of Flight, December 5, 2002 and October 19, 2003

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