

JAMES C. PULLEN, JR

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SUMMARY

Cross-functional leader with extensive experience in Program Management, Finance, and Business Operations. Result-oriented top performer with ability to analyze and manage a multiple competing risks to develop and implement a strategy minimizing negative affects to cost, schedule or performance parameters through continuous process improvement. Demonstrated ability to develop and bid acquisition plans, evaluate and negotiate proposals, and execute contracted efforts. Strategic thinker who continuously leverages contracts, Federal Acquisition Regulations (FAR) & Defense Federal Acquisition Regulation Supplement (DFARS), US Policy and Federal Law to execute the Program and meet established initiatives. Effective interacting and briefing Senior Military Leadership, Government Officials, Business Executives, legal counsel, and various other third parties. Strong team player with an excellent work ethic, able to lead in a fast-paced environment and to meet stringent deadlines. Strengths include:

- Risk Mitigation
- Innovative Problem Solver
- Multi-discipline competence
- Leading complex acquisitions
- Negotiation/Deal Making
- Technical Aptitude
- Solid Briefing Skills

CLEARANCE: SECRET (Active)

EDUCATION

Bachelor of Business Administration, James Madison University
Concentration: Finance - May 1997

DOD CERTIFICATION:

Program Manager Level II
International Acquisition Manager Level I
Financial Manager Level I
American Society of Military Comptrollers Enhanced Defense Financial Management

PROFESSIONAL EXPERIENCE

Oasis Systems, Inc., Royal Jordanian Air Force Support, Hanscom AFB, MA
Program Manager III

Nov 2018-current

Acquisition support overseeing radar acquisition and integration, Command Control and Communication (C3) network enhancement, implementation of Information Assurance (AI) controls, radio upgrades, training, and tech refresh of Royal Jordanian Air Force (RJAF) defense network. Acquisition and integration including but not limited to new site construction, existing site enhancement, new and modified communications networks, planning for Link 16 & Mode 5 Identification Friend or Foe (IFF) capability integration, core air defense software enhancement and integration, data network modification, cyber security enhancement, and sustainment effort for multiple long and middle range radars for RJAF air defense system.

- Drafted Request for Proposal (RFP), Statement of Work (SOW), and performed technical evaluation of RJAF C3 multiple year network sustainment proposal
- Represented DoD in Amman, Jordan, for Site Readiness Review (SRR), radar Installation and Check-out(INCO) at several Gap-Filler sites, validating requirements and ensuring tight schedule constraints are adhered to for radar integration
- Authored Price & Availability(P&A)/pre-Letter of Request (LOR) Sources Sought Synopsis (SSS) for Multi-Role Radar (MRR), upgrade of Radar Cross Section (RCS), core network multiplexer acquisition, as well as multiple Original Equipment Manufacturer (OEM) hardware and software training for RJAF operators
- Regularly reviewed contract performance and Integrated Master Schedule (IMS) with functional team, ensuring program objectives are being met and budding conflicts are addressed and resolved as quickly as possible
- Assumed lead Logistics role for small, high functioning team – managing export issues for multiple radar systems, facilitator of bi-weekly customer sustainment meetings to address network reliability issues, continually work with Logistics Branch Lead to improve internal logistics processes.
- Assisted and advised the contracting officer in developing request for proposal documentation. Developed requirement documents, including: RFP, SOW, Contract Data Requirements List (CDRL), Brand Name Justification (BNJ), Acquisition Technical Evaluations- Basis of Estimate (BOE) evaluations, as well as other acquisition planning documents

Odyssey Systems Consulting, Royal Jordanian Air Force Support, Hanscom AFB, MA
Program Manager III

Jan 2018-Nov 2018

Acquisition support overseeing radar acquisition and integration, Command Control and Communication (C3) network enhancement, implementation of Information Assurance (AI) controls, radio upgrades, training, and tech refresh of Royal Jordanian Air Force (RJAF) defense network. Acquisition and integration including but not limited to new site construction, existing site enhancement, new and modified communications networks, planning for Link 16 & Mode 5 Identification Friend or Foe (IFF) capability integration, core air defense software enhancement and integration, data network modification, cyber security enhancement, and sustainment effort for multiple long and middle range radars for RJAF air defense system.

- Drafted Request for Proposal (RFP), Statement of Work (SOW), and performed technical evaluation of RJAF C3 multiple year network sustainment proposal

- Represented DoD in Amman, Jordan, for Site Readiness Review (SRR), radar Installation and Check-out(INCO) at several Gap-Filler sites, validating requirements and ensuring tight schedule constraints are adhered to for radar integration
- Authored Price & Availability(P&A)/pre-Letter of Request (LOR) Sources Sought Synopsis (SSS) for advanced training simulation, Internet Protocol (IP) radio replacement, core network multiplexer acquisition, as well as multiple Original Equipment Manufacturer (OEM) hardware and software training for RJAF operators
- Regularly reviewed contract performance and Integrated Master Schedule (IMS) with functional team, ensuring program objectives are being met and budding conflicts are addressed and resolved as quickly as possible
- Assumed lead Logistics role for small, high functioning team – managing export issues for multiple radar systems, facilitator of bi-weekly customer sustainment meetings to address network reliability issues, continually work with Logistics Branch Lead to improve internal logistics processes.
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United States Air Force, Battle Control Systems-Fixed (BCS-F), Hanscom AFB, MA

2014-2017

Program Manager

Integration Manager with cost, schedule, and technical responsibility for the network modification, cyber security enhancement, and sustainment efforts of the C2 system for air defense of the continental United States, Canada, Hawaii and Alaska. Delegated Battle Management Security Assistance Program Manager (SAPM) within Secretary of the Air Force International Affairs (SAF-IA), facilitating Foreign Military Sales (FMS) between Battle Management Directorate and Royal Canadian Air Force (RCAF) through Air Force Security Assistance Center (AFSAC). Leading 50person cross-functional, geographically separated team in meeting program goals and targets. Established, defined and implemented operations processes to effectively meet DoD Regulatory guidelines. Coordinated across a multiagency/multi-national team of NORAD, ACC, SAF/IA, and Canadian National Defence to identify program risks and organizational issues, schedule status and develop mitigation plans.

- Regularly reviews contract performance and Integrated Master Schedule (IMS) with functional team, ensuring program objectives are being met and budding conflicts are addressed and resolved as quickly as possible
- Assisted and advised the contracting officer in developing request for proposal documentation. Developed requirement documents, including: Request For Proposals (RFP) (SOW), Contract Data Requirements List (CDRL), Technical Requirements Document (TRD), legal Justification and Approval (J&A), Brand Name Justification (BNJ), Determination and Findings (D&F), Acquisition Technical Evaluations-BOE evaluations, International Agreement Competitive Restrictions Approval Document (IACR), as well as other acquisition planning documents
- Represents the USAF in all BCS exchanges with customer representatives from the country of Canada. Hosts and participates in international conferences and meetings within the US and the country of Canada to deliver presentations on Foreign Military Sales program status,

accomplishments, challenges encountered and anticipated, support requirements, and the integration and advocacy of program objectives

- Orchestrated the overhaul of obsolete cyber-security devices and coordinated Air Defense Sector Advanced Administration training to meet EO 13636-Executive Order Improving Critical Infrastructure Cyber-Security
- Teamed with BCS Engineering lead to spearhead the development and integration of agile software deployment for the system, target to improve software deployment times by 1.5+ years
- Led cross-functional team in the Preplanned Product Improvement (P3I) for BCS future capability and acquisition requirements through hosting of Industry Days and extensive market research activities.
- Instituted acquisition Should-Cost strategy that was adopted by Division and deployed through other Battle Management Branches
- Successfully led development and negotiation of first joint US/Canadian \$37M Research and Development Project Arrangement within BCS; assuring the Program's top requirement obtained its necessary funding, saving US Taxpayers \$7M+
- Chaired multi-national team development of Project Management Plan (PMP) and Financial Management Program Directive (FMPD) for management of Project Arrangement (PA) for joint R&D activities
- Kick-started a weapons system Memorandum of Understanding (MOU), identifying strategic requirements and establishing funding plan to increase rapid execution capability ten-fold
- Successfully mentored incoming AF Officers; created Acquisition Strategy Plans (ASP) and utilized multiple computer hardware and software acquisitions totaling \$50M+ to teach/demonstrate the USAF Acquisition process
- Championed OUSD(AT&L) Coalition Warfare Program (CWP) nomination to obtain funding of Unfunded Requirement (UFR) of Resource Management Directive (RMD) to redesign BCS Remote Workstation (RWS) into a Publish and Subscription (Pub-Sub) model
- Orchestrated Lifecycle Cost Study and coordinated contractor led Fly-Off of competing technologies to ensure Best Value Acquisition by the USAF as risk reduction effort
- Branch SME in areas of Foreign Disclosure, FMS case development, International Export, AECA, ITAR & TAA
- Frequent briefer to multiple General Officers/Senior Executives, including: AFPEO/BM, both US Military and Canadian General Officers

United States Air Force, Hanscom AFB, MA

2011-2014

Deputy Chief, Business Management

As the Deputy Chief, Business Management for the AFLCMC Foreign Military Sales (FMS) Division I was responsible for planning, organization, and coordination of all business and financial management operations. Primary Unit Representative of Self Assessment and Inspection Program for Inspector General internal audit reviews. Accountable for all Financial Management (FM) aspects of the Iraq FMS Program, interfaced directly with: senior Iraqi leadership; Office of Security Cooperation-Iraq; and all offices in the Air Force chain of command (SAF/IA, AFSAC, AFSAT, USACE and AFLCMC/WFMC). Co-developer of Price and Availability (P&A) information for a \$930M program for additional Air Surveillance and Control System

components to the Iraq Air Defense command in Iraq. Member of IPT in developing Manpower Requirements Package, program cost estimates, senior leader briefing and Letter of Offer and Acceptance (LOA). Supported effort to create documentation to meet Congressional notification requirements, resulted in successful notification and Congressional Approval.

- Duties included formulation, justification, and defense of positions for execution schedule baselines of 3 active FMS cases amounting to \$78M, validation of performance against program cost estimates, schedules, & established baseline requirements over multiple year budgets
- Team lead for weekly calls to the Security Cooperation Officer (SCO) in country, facilitating the exchange of information between the SCO, Program Office & contractors
- Developed pricing and schedule of Program Office accommodations, transportation and team security through Office Security Cooperation-Iraq, AFSAC, Department of State (DoS), and Embassy Air for OCONUS travel during Normalization transition in Iraq
- Lead analyst on 2 Reasonable Equitable Adjustments/Upward Obligation Adjustments valued at over \$15M, planning, organizing and coordinating activities with contracting, AFSAC, SAF/IA, Army Budget Office, DSCA, & USD(Comptroller)
- Established budgets and lines of accounting within USAF acquisition systems. Responsible for issuing numerous funding/commitment documents, input and tracking of detailed obligation and expenditure plans
- Standardized reporting and documentation of financial processes, formalizing requirements into appropriate specifications
- Assisted in the establishment of cost estimates & case development of \$900M+ extension of existing FMS Division cases
- Responsible for the MRP generation and approval, LOA development within DSAMS, and various travel & cost schedules, reporting directly to the Program Director.
- Division lead for FM Budget Execution Review (BER), having prepared and presented to the Program Executive Officer(PEO) as acting Program Manager, CFO, and Program Director

SRS Medical Systems, Billerica, MA

2010-2011

Corporate Controller

Manage accounting staff of 6 individuals located in 2 different states, coordinating all areas of manufacturing, accounting and financial planning functions for a manufacturer of Urology devices. Established diagnostic equipment leasing program to launch recurring revenue stream model. Strategize with Board of Directors and senior management to develop, implement, and control a consolidated annual budget for four subsidiary companies using extensive spreadsheet modeling, analysis, and cash flow forecasting

- Review and evaluate work flow processes in accounting, production, customer service, and warehouse departments; drafted and enforced accounting policies and procedures in compliance with GAAP that provided the basis for company budgeting
- Prepared and guided company through external audit
- Establish monthly reporting package including trend analysis reports, financial analysis, state tax payments, bank statement balancing, and cash flow reporting

- Project coordinator for the upgrade of MAS90 ERP system to include development of scope of work, plan and organize deliverables, and coordinate training of employees on the system enhancements

Enigma Information Retrieval Systems, Inc., Burlington, MA

Corporate Controller

2007-2010

Responsible for management of General Ledger, Monthly, Quarterly, & Year End Close including Consolidated Financial reporting, Account Reconciliations and Analysis for US & European Entities of company specializing in aftermarket service, maintenance and support of Automotive, Aerospace, Aviation & Defense industries. Develop and present to senior management a detailed annual consolidated international budget compiled by means of input from department heads and staff, analysis of historical expenditures, and trend analysis of recent activities in certain cost areas.

- Led project analysis leading to FASB standards Software Revenue Recognition
- Assess and validate obligations, expenditures, and requests for fund allocation by analyzing accounting records, maintaining ongoing dialogue with department heads and their staff, and by reviewing financial documents • Examine budget levels to ensure proper use of funds and make recommendations to adjust funding accordingly
- Provide management with monthly, quarterly, and annual financial reporting showing pre-paid obligations, the status of receipts, expenditure of funds, as well as comparisons of actual performance against the budgeted plan with identification and validation of variances Treasury Management and Cash Flow Reporting Plan
- Organize, direct and coordinate Annual Budgeting and External Audit processes for US & European entities
- Responsible for controlling & maintaining Oracle GL and corporate reporting system

North Coast Seafoods, Boston, MA

Assistant Controller

2003-2007

Provide financial management support by developing, implementing, and controlling monthly, quarterly and annual reports summarizing and forecasting company business activities in areas of income, expenses, and earnings based on past, present and future operations for Boston's largest high-end wholesale seafood company. Develop and implement operating budget for wholly owned trucking company through review of historical data, current industry trends, and macro demand of the goods being delivered. Prepare the trucking financial plan to allocate correct funding to individual cost centers based on analysis of budget estimates, past expenditures, projected requirements, and agreed to funding plan.

- Develop annual \$120M+ sales forecast with input from company President
- Daily/weekly responsibilities consist of A/P, A/R, collections, billing, production, treasury management, outbound wire transfers, logistics analysis, production & cost analysis
- Monthly/Quarterly activities include fixed assets, bank reconciliations, determining and correcting inventory variances, income statement generation, IFTA & SFT tax reporting, coordinate monthly close to include closing of books, account reconciliation, and journal entry adjustments

Insignia/ESG, Boston, MA

2002-2003 Staff Accountant

Responsible for monthly division and departmental income statement generation for the nation's largest real estate services company. Formulate consolidated annual and 5 year forecast/budget for commercial leasing, property management, and appraisal business units based on contractual obligations, trend analysis of variable operating expenses, historical accounting data, and input from senior management.

- Review financial results against budget, confirming targets were met, and expenditures were appropriate through the examining of accounting records and ongoing meetings with department heads
- Daily responsibilities include: revenue recognition(SAB), tracking brokerage commissions, cash receipts, preparing and posting adjusting journal entries, contract analysis, performing account reconciliation's, and ongoing projects needed by Director of Accounting

Netopia, Inc., Springfield, VA

1999-2002 Senior Inside Sales Representative/Territory Manager

Responsible for growing Mid-Atlantic territory through targeted phone cold calling and face to face meetings. Established partner relationships with CLEC, ASP, ISP, and VAR prospects by providing innovative product development direction and realistic methods to continually improve or retain business potential via customer training, customer sales calls, and Solution Selling.

- Developed and implemented territory growth strategy that achieved revenue growth of over 250% during tenure
- Mentored and trained inside sales force, increasing skills and knowledge of the products base, IP networks, and network security of routers and firewalls

Westwood Management Corp., Bethesda, MD

1998-1999

Treasury Manager

DLT Solutions, Inc., Herndon, VA

1997-1998

A/R, Credit & Collections, Inside Sales

Alcatel Vacuum Products, Rockland, MA

1994-1995

A/R Manager & Financial Budgeting Assistant

Putnam Investments, Quincy, MA

1994-1995

Stock Specialist & Technical Administrator

Software Developers Company, Hingham, MA

1989-1993

Staff Accountant

JOB RELATED TRAINING:

Defense Acquisition University Courses:

ACQ 101 Fundamentals of Systems Acquisition Management
ACQ 201 A Intermediate Systems Acquisition Course-Part A
ACQ 201 B Intermediate Systems Acquisition Course-Part B
BCF 102 Fundamentals of Earned Value Management

BCF 103 Fundamentals of Business Financial Management
BCF 106 Fundamentals of Cost Analysis
CLB 016 Introduction to Earned Value Management
CLB 007 Cost Analysis
CLE 004 Introduction to Lean Enterprise Concepts
CLE 006 Enterprise Integration Overview
CLE 025 Information Assurance
CLL 001 Life Cycle Management & Sustainment Metrics
CLM014 IPT Management and Leadership
CLM031 Improved Statement of Work
CLM 055 Program Leadership
CON 121 Contract Planning
CON 124 Contract Execution
CON127 Contract Management
EVM201 Intermediate Earned Value Management Course
IRM 101 Basic Information Systems Acquisition
PMT251 Program Management Tools Course Part I
PMT251 Program Management Tools Course Part II
SAM101 Basic Software Acquisition Management
SYS 101 Fundamentals of Systems Planning, Research, Development and Engineering

Defense Institute of Security Assistance Management:

IPSR-OL International Programs Security Requirements
SCM-OL Security Cooperation Management CONUS Course

AWARDS

2017 Q1: Recognized as one of the top 13 performing CAT II Civilians in the largest USAF Directorate
2015 Q4: Acquisition Team Recognized as the top performing in the Branch
2015 Q4: Recognized as the top performing CAT II Civilian in the Branch
2014 Annual: Recognized as the top performing CAT II Civilian in the Branch
2014 Q4: Recognized as one of the top 13 performing CAT II Civilians in the largest USAF Directorate
2014 Q2: AFLCMC/HBN Team of the quarter, Iraq
2013 Annual: Nominated for Team of the Year in the largest USAF Directorate
2011 Annual: Team of the Year Award in the largest USAF Directorate

REFERENCES

Mr. Ken Walsh - Homeland Defense Requirements Action Officer USAF – Langley AFB 757-225-0673
Ltc Russell Montante – Commander, 349th Recruiting Squadron – Tinker AFB 618-444-0095
Mr. Tom Cooley – Ret. Ltc USAF – Jordan SME – Westminster, MA 978-502-8407
ADDITIONAL REFERENCES AVAILABLE UPON REQUEST