

Kevin W. Billings

EXECUTIVE SUMMARY

Kevin Billings is a proven executive with extensive experience in the strategic management of defense, energy and maritime organizations in both the public and private sectors. Currently, he is responsible for world-wide management and direction of the United States Air Force's \$38 billion installations, environment, energy, and logistics programs. His experience has been multi-dimensional in terms of strategic management, international and domestic business development, transformation and change management. As part of his corporate experience he co-led a multi-divisional acquisition project and secured \$1.5 billion in financing from international participants, developed a successful acquisition plan for a \$2 billion energy company, and created a multi-functional marketing and US government operations business model for a global aerospace and industrial company headquartered outside the United States. Mr Billings is also a member of a number of corporate and nonprofit boards.

EXPERIENCE

2007 – Present **United States Air Force**
Acting Assistant Secretary; Installations, Environment & Logistics – Responsible for providing management and direction of all matters pertaining to the formulation, review and execution of plans, policies, programs and budgets for the \$38 billion Air Force installations, environment, energy and logistics programs world-wide. Responsibilities, include planning, programming, acquisition, utilization, and disposal of all facilities and utilities; maintenance, repair and operation of all facilities, utilities, and land; base closures and realignments including force structure basing changes; community interface, installation and community land use planning and economic adjustment; installation sustainability, security and operability; multiple military service operations, joint military-civil airfield usage; acquisition, sustainability and disposal of real estate; and annexation of installations by municipalities. Responsible for environment, safety and occupational health including environmental quality, compliance, and impact analysis; waste minimization and management; safety and occupational health; radiation safety; pollution avoidance and hazard abatement; industrial ecology and sustainable development; international environmental activities; historic preservation; interagency and intergovernmental coordination; and community impact analysis and assistance. Logistics responsibilities include management and direction of all matters pertaining to the overall supervision of logistics, including material readiness and product support; supply chain integration, distribution, planning and programming, and logistics systems management; maintenance of weapon systems and military equipment; depot maintenance management including planning, performance and capabilities; and life cycle integrated logistics support. As the Air Force Senior Energy Official responsibilities include developing energy strategy; creating energy policy; meeting energy goals; reporting the energy security posture; managing energy culture change; executing final authority over all energy issues within the Air Force; executing DoD energy

policies and mandates; and interfacing with other outside organizations concerning Air Force wide energy issues. Leads multi-lateral energy interchange with the Royal Air Force and the French Air Force to analyze energy best practices, greenhouse gas reduction methodologies, and develop the first ever synthetic fuel interoperability plan among the three countries' Air Forces.

Deputy Assistant Secretary; Energy, Environment, Safety & Occupational Health – Responsible for management, direction and oversight of the \$9 billion Air Force energy, environment, safety and occupational health programs world-wide. Established a new consolidated Air Force Energy Office. Developed the first Air Force energy strategic plan combining aviation operations, facilities and transportation – identified over \$1 billion savings. Established Air Force-wide goals/metrics – in first six months saved \$188 million and reduced Air Force total energy bill 2.5%. Oversees Air Force synthetic fuel initiative to certify entire US Air Force aircraft fleet and support system. Produced the Federal Government's first comprehensive Energy Environment and Safety Annual Report. Reduced environmental compliance enforcement actions by 40% in FY07 and will achieve another 14% reduction in FY08. Air Force environmental restoration will achieve all environmental cleanup remedies-in-place for 5,290 sites by 2012, two years ahead of the DoD goal. Transformed AF safety culture, Leads Air Force Voluntary Protection Program (VPP) effort and led first-ever 166 base wide safety review to understand safety, workman's' compensation and training correlations Air Force wide.

2006 – 2007

Enterra Solutions, LLC

Vice President, Business Development – Responsible for all federal business development, planning, and strategic alliances for an emerging IT company. Developed strategic alliance with the National Security Directorate at Oak Ridge National Laboratory leading to a Cooperative Research and Development Agreement (CRADA) for the advance development of SensorNet. Established a strategic alliance and partnership with the Global Maritime and Transportation School at the United States Merchant Marine Academy to jointly develop an Enterprise Resilience program for the maritime and intermodal transportation industry. In six months grew over \$5 million in new federal business in the defense, transportation and energy arenas – over 60% of corporate revenues.

2005 – 2007

Immediate Office of the Secretary of the Army

Advisor – Provided executive-level support and advice to the Secretary of the Army and his staff in the areas of business process transformation and industrial safety.

2004 – 2006

mCapitol Management

The Alliance Group was acquired by mCapitol Management. Expanded client base to include a nuclear advanced polymer company, and an IT company providing classified systems integration services to OSD and DNI.

- 1999 – 2004 **The Alliance Group**
Private consultant advising companies in the defense, technology and energy sectors on strategic management, business process improvement, government relations strategies and corporate governance; including, strategic plan development, market analysis, merger and acquisition support, organizational and business process evaluation, and change management planning and implementation. Participated as a principal in the development of the US consortium to demonstrate the Pebble Bed Modular Reactor as an element of the Department of Energy's nuclear hydrogen initiative. Developed an integrated natural gas infrastructure surety initiative to optimize overall system design and operation for resilience to the broadest threat spectrum for leading industry laboratory. Developed a strategy for the acquisition of a \$2 billion energy company for an energy industry client. Provided a global market and value chain analysis of Internet access and trends for a pre-IPO developer of third generation interactive set-top boxes. Created a multi-functional marketing and US government operations business model for a global aerospace and industrial company located outside the United States. Established and implemented an integrated corporate communications strategy and operating model for a privately held Department of Defense and Department of Energy contractor.
- 1998 – 1999 **ICF Kaiser International**
Vice President – Responsible for strategic planning and analysis for the Environmental and Facilities Management Business Unit. Provided analytics for the Department of Energy and Department of Defense environmental clean-up market, as well as business development support and bid preparation and review.
- 1990 – 1998 **Westinghouse Electric Corporation**
Director and General Manager, Government and Environmental Services Company – Responsible for all federal and international commercial and government activities for the \$3.5 billion business unit and its subsidiaries serving Department of Energy, Department of Defense, and private sector customers. Initiated and managed a comprehensive program to improve business processes and share best practices among each of the eight divisions and subsidiaries in 23 management and technical disciplines. Established consistent metrics throughout the business unit and achieved recognized savings to the DOE customer of \$125 million over two years while each division achieved higher levels of both strategic and operational performance. Won contract extensions and new business worth over \$300 million in free cash flow. Co-led the Westinghouse effort to acquire the United States Enrichment Corporation. Served on the Board of Directors of the Westinghouse Idaho Nuclear Company; the Westinghouse Environmental Management Company of Ohio; and the West Valley Nuclear Services Company.
- 1989 – 1990 **The New England Council, Inc.**
Vice President Washington Operations – Responsible for all Washington, DC activities of the Boston-based regional business group representing over 500 companies in every business sector. Managed and produced conferences and symposia for member

companies. Provided issue analysis and communication strategy in support of policy direction from the Board of Directors.

- 1984 – 1989 **The American Nuclear Energy Council**
Vice President Legislative Affairs – Responsible for development and implementation of all legislative strategy for the trade association representing domestic and international nuclear utilities and vendors. Successfully led the industry effort to reauthorize the Price-Anderson Act; defeat emergency planning amendments to shut down the Seabrook Nuclear Power Station; and pass the Nuclear Waste Act Amendments of 1987. Managed and produced the industry’s annual legislative conference.
- 1983 – 1984 **Westinghouse Hanford Company**
Buyer – Responsible for procurement and contract administration for the Fast Flux Test Facility operations and construction of the Secured Automated Fabrication Facility. Developed a program to more effectively utilize Westinghouse corporate purchasing agreements within federal acquisition guidelines.
- 1981 – 1983 **Congressman Sid Morrison, United States House of Representatives**
Legislative Assistant – Responsible for the legislative activities in the areas of energy, defense, budget and taxes. Served as the Congressman’s chief liaison with the Department of Energy and its contractors at the Hanford Nuclear Reservation. Accountable for maintaining and increasing the entire Hanford budget through the pass-back process to final appropriations.
- 1979 – 1981 **Congressman Jerry Lewis, United States House of Representatives**
Special Assistant – Responsible for legislative projects and constituent correspondence. Successfully coordinated the effort to save the \$128 million Barstow Solar Project and retain the MX missile program at Norton Air Force Base.

DIRECTORSHIPS & BOARDS

- Global Maritime and Transportation School, Advisory Board;
United States Merchant Marine Academy (Current)
- United States Merchant Marine Academy, Public Affairs Advisory Board; Chairman (Current)
- International Children’s Alliance Board of Directors; Chairman (Current)
- Westinghouse Idaho Nuclear Company Board of Directors (1994-98)
- Westinghouse Environmental Management Company of Ohio Board of Directors (1994-98)
- West Valley Nuclear Services Company Board of Directors (1994-98)
- University of Puget Sound Alumni Association Board of Directors (2000-03)

EDUCATION

1977 University of Puget Sound
BA, Political Science

1987 University of Pennsylvania, Wharton School of Business
Executive Development Program