

Michael Harrison

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Michael.david.harrison@gmail.com

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Please see my attached resume for consideration to the City Manager position.

I am a dynamic leader that has built a reputation on my ability to build programs, units and organizations from concept to highly efficient, effective and successful operations. My managerial style is fostered in the concept of continual improvement, cultivated by the overall mission and goal. I have a keen ability to identify inefficiencies, whether be financial, operational or administrative, and applying thoughtful and logical decision making and planning skills to improve processes and procedures. I take a micro analysis approach which ultimately supports the overall macro functionality and goals of the organization. By doing so, I keep myself and the organization on schedule and consistently meeting deadlines.

I have recently been told by a high-level government official, "you are the victim of your own success." This pertaining to my dependable ability to always meet my organizational deadlines despite the obstacles thus creating the precedence and expectation that I will always figure a way to meet my goals despite the obstacles. In my current position, the obstacles being equipment delays, maintenance issues, political pressure and regional threats, forcing me to achieve my organizations contractual deadlines in half the time while maintaining a high quality of output for which I have always done and taken great personal pride. While navigating these seemingly detrimental obstacles, I have built a high functioning, motivated team with extremely minimal turn over. Given the harsh environment we work and the pressure to always come through, keeping my team intact and highly productive, has been one of my greatest leadership accomplishments.

I am a fluid manager and leader, adapting myself to my surroundings and its variables to achieve an optimal outcome. I am calm, comfortable and focused in difficult situations, illustrated by my military background and continual involvement in difficult government programs in difficult environments.

My professional goals moving forward are stability in a job of importance where I can give back to my community making a transition into municipal management my goal moving forward. For what I have done for the Saudi Arabian and US government, I would love to provide to your City.

Sincerely,

Michael Harrison

References:

Bill Patterson, PM Downrange Operations and Training. (Current Supervisor)

Bill.patterson@downrangeoperations

1-520-419-0351

Davante Hall, KSA THAAD TAFT Radar Section Lead, Downrange Operations and Training. (Current Employee)

Davante.hall@downrangeops.com

1-619-750-8333

Dutch Holland, COL USAF. (Former Supervisor)

Holland.dutch@earthlink.com

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Availability: 30 days from offer

EDUCATION:

M.A- Management and Leadership: Webster University, St. Louis, MO | 2007

B.S- Criminal Justice: The Pennsylvania State University, Harrisburg, PA | 2002

EXPERIENCE:

- Over 20 years of management and leadership experience in planning and operations; ranging from Air Defense Operations (SHORAD and HIMAD), Emergency Management Operations, Force Operations and Government advisory roles
- Field Grade US Army Air Defense Officer (14B/A); Subject Matter Expert and operational experience in Stinger, Bradley Linebacker (legacy system), Avenger, C-RAM, THAAD; proven combat leadership, adaptable, resourceful and dependable
- Saudi Arabia Country Site Lead; created, implemented and advised the development and implementation of a highly advanced Terminal High Altitude Area Defense (THAAD) training program (Current)
- Senior Air Defense Military Advisor-Strategic level, Ministry of Defense/Royal Saudi Air and Space Force, Riyadh, Saudi Arabia; Joint Counter Air, C-UAS, SHORAD and HIMAD strategic policy and doctrine author
- Command and Control (C2)/Strategic Exercise Training Advisor, Royal Saudi Land Force, Artillery and Infantry Schools Khamis, Saudi Arabia (2016)
- Military Advisor/Senior Military Instructor, Bahrain Defense Force Command and Staff School (2017)
- Government Emergency Operations Center and Simulation Advisor, Peru (2017)
- Secretary of the General Staff, 101st Airborne Division (2015)
- Division Deputy Operations Officer (G-3), 101st Airborne Division (2015)
- Division Deputy Air and Missile Defense Officer/Force Protection Officer, 101st Airborne Division (2014)
- Assistant Professor of Military Science, Penn State University (2011-2013)
- Multiple Iraqi combat leadership deployments; Quick Reaction Force Leader (2006), Counter Rockets, Artillery and Mortars (C-RAM) Commander (2008-2011); experience integrating and working in Division Tactical Operations Centers (TOC), Combat Operations Centers (COC) and Base Defense Operations Centers (BDOC)

Country Site Lead, THAAD TAFT Downrange Operations Saudi Arabia Dec 2024 – Current

Formed, deployed and imbedded a training team of 18 instructors to an extremely difficult and austere operating environment to support the training portion of Saudi Arabia's \$52b Foreign Military Sales (FMS) contract of seven units and equipment of the highly technical and complicated THAAD Air Defense weapon system. Managed a unique program of firsts; first training program of this type, first operational THAAD unit in Saudi Arabia and first-time the newest version of this equipment has been utilized and deployed. Successfully developed and implemented a comprehensive and unique training program to prepare Saudi Arabia's first 3 THAAD operational units to combat current regional events, making them part of a handful of operational THAAD units in the world. Advised Saudi Arabia government officials (Ministry of Defense), senior military officials and US Department of Defense senior officials on the appropriate allocation and usage of the system. Enforced complex contractual obligations, recommended, planned and advised contract modifications.

- Adapted training mission to meet all contractual timelines and requirements despite constant changes, delays, maintenance issues and regional threats; successfully trained and deployed Saudi Arabia's first 3 THAAD units to assume operational readiness despite constricted timelines, limited resources and ongoing regional conflict.
- Successfully met all contractual requirements and maintained superior customer/foreign relations resulting in the extension of my company's contract ensuring extended work for all contractors and business worth \$53m.
- Shaped and championed contract modifications to meet Saudi Arabia operational requirements resulting in the expansion of our contract by an additional \$42m.
- Advised military Generals, at multiple levels, on program and system capabilities, issues and recommendations.

- Managed all aspects of the in-country training team (evaluations, retention, housing, vehicle support, maintenance support, logistics support, office support, contract renewals, administrative functionality, planning and training support).
- Developed and implemented emergency contingency operations plans based on current regional threat assessments and regional instability to ensure the safety of all my employees.

Senior Military Advisor (FMS Contract) Five Domains Riyadh, Saudi Arabia Dec 2022- May 2024

Advises senior military leadership at a strategic level within the Ministry of Defense (Department of Defense/Pentagon equivalent) and component commands (Air Force and Air Defense Force) levels in their complete military transformation of military forces (Vision 2030). Works within a unique team of senior advisors and experts within various fields to include Army Special Operations, Army Aviation and Combat Arms, Air Force and Naval aviation, Naval Surface Warfare and Intelligence. Serves as a senior member on the Air Transformation/Force Doctrine section; serves as the primary and only Air and Missile Defense policy and doctrine advisor to the Saudi Arabian military and government. Manages the teams project management databases, reports and plans; ensures the teams 17 simultaneous projects meet the contractual timeline and are reported properly in the Program Management databases. Works with our partner Program Management Office to identify and deconflict any issues as the individual projects progress.

- Primary Air and Missile Defense subject matter expert within the Ministry of Defense supporting their strategic transformation; supports and advises the Ministry of Defense in the creation of the Royal Saudi Air and Space Force focusing on the countries abilities to effectively and efficiently defend and apply strategic policy with specific implications within the Middle East region.
- Meets routinely to train, advice, assist and mentor (TAAM) senior military leaders and planners on Air and Missile Defense specific functions and transformation issues focusing on Saudi Arabia's ability to defend themselves against existing and emerging regional aerial threats.
- Developed and authored all Saudi Armed Forces Air and Missile Defense doctrine and policies (C-UAS, Short-Range Air Defense, High Altitude Air Defense, Joint Counterair and Missile Defense); all new military doctrine has been implemented to change and establish how their forces train and project military power at the operational and strategic levels. Doctrine was written and developed based off extensive capability, training, operational and threat assessments conducted during the assessment phase of development.
- Manages and advises company executive team on the initiatives, as a whole (Air and Space, Land Forces, Naval and Joint), contractual progress utilizing Enterprise Performance Management (EPM) tools and metrics; tracks, manages and communicates all projects (17 projects current and ongoing) progress, issues and completions in EPM. Facilitates the teams Procurement Management Reviews (PMR) reviews with US government oversight committee and Saudi Arabian Ministry of Defense officials to ensure project progression timelines are being met in accordance with contract requirements. Created and manages the teams Project Execution Plan (PEP) for 17 simultaneous projects and 32 total to date.

Advisor, Contractor (DSC Contract) C4I Training and Technology Calgary, Canada Sept 2016- Sept 2018

Served as a Military Advisor for various C4I DCS contracts, supporting their military and emergency management simulation and command and control (C2) programs in both the Kingdom of Saudi Arabia, Bahrain and Peru; advised operational level units on how they train and prepare for combat and emergency operations.

- Advised and provided military simulation exercise training support at both the Artillery and Infantry schools in Khamis, Saudi Arabia; fundamentally changed how these schools train and prepare their personnel for tactical operations.
- Created and taught a Command and Control digital leadership course for a class of senior level military officers from various regional GCC countries and military branches at the Bahrain Defense Force Command and Staff School; focus of the course was to train senior military leaders and commanders to efficiently and effectively manage military operations within their Headquarters/Operations Centers utilizing advanced technological tracking and data management programs and systems.
- Advised the Peruvian government on their Emergency Operation Centers creation following a major natural disaster which demonstrated a clear gap in the governments ability to manage emergencies in an effective manner; created situational specific policy and personnel requirements.
- Developed specific Emergency Management simulation scenarios for specific regional threats (wild fires in the southwest U.S, tornados in the Midwest U.S, flooding in Peru, terrorist threats in urban U.S and Bahrain). Simulation scenarios were designed to exercise various domestic and international Emergency Management capabilities and staff.

US Army Air Defense Artillery Officer**Conus/Oconus****Oct 2002- Oct 2015**

Commissioned as an SHORAD Air Defense Officer in 2003 serving, supporting, advising and operational experience in Mechanized BCT as Bradley Linebacker PL, Stryker Brigade Combat Team and Light Air Assault Units; served as a combat leader and planner that developed and integrated new military equipment/procedures/capabilities in Iraq (C-RAM) ; tactical and strategic level operational and planning experience. Combat emergency response/force protection planner and integrator for multiple bases throughout Iraq. As an Officer at various levels, I have extensive management experience in Human Resources, Administrative, Logistics, Transportation, Training, Planning, Advisory, Operations and Budgetary management as a normal and consistent part of my job. Responsible for and managed property books of equipment ranging from \$27M to \$105M.

- Managed the 101st Airborne Division Command Group as the Secretary of the General Staff (SGS) where I managed, advised, assisted and served as a conduit to the Division Commander and Chief of Staff on all actions moving through the command group; managed Congressional and VIP visits, gathered and presented information on Congressional legislation pertinent to the Division's operations (Congressional Fiscal Sequestration).
- As Deputy Operations Officer (G-3) of the 101st Airborne Division, assisted the Operations Officer (G-3) on planning and supporting all Division operations, Brigades training and deployments, national emergency response and national strategic policy response for events such as Open Skies Treaty obligations and natural disaster support and response; created the Division's "Guardian Angel" program and training requirements to combat the emerging "Insider Threat" events occurring in Afghanistan. As the Deputy Operations Officer, I supported, managed and planned operations for a Division that numbered close to 20,000 Soldiers.
- Served as the 101st Airborne Division Deputy Air and Missile Defense Chief/Force Protection Officer; as a subject matter expert and trained/certified Advanced Anti-Terrorism Officer, advised the division staff and commander on all aspects of Air Defense from enemy capabilities to defense design and planning. Responsible for and managed the divisions Continuity of Operations Planning (COOP) review and implementation. Served as the division liaison and working group representative for the Fort Campbell Emergency Management team. Managed the divisions Emergency Management response during training and real-world events.
- Served as an Assistant Professor of Military Science at Penn State University. Responsible for running and operating all aspects of the university's Altoona ROTC program; teaching, training and mentoring future Army Officers at all academic levels (Freshman-Seniors). Served as the conduit between the US Army and Penn State University by sitting on and attending Faculty Senate, academic planning and department budget meetings. Ensured ROTC students met and exceeded all academic and military requirements to graduate and commission.
- As Commander of a Sense and Warn Counter Rockets, Artillery and Mortars(C-RAM) Battery in Iraq, I planned and deployed mobile teams throughout Iraq to detect and counter enemy indirect fire through the heavy use of new Force Protection equipment, weapon systems and various fire finding radars and sensors. Successfully commanded/managed all aspects of unit operations and developed unique logistics and preventive maintenance programs for a unit of 100 Soldiers spread throughout Iraq in 8 different locations: responsible for the accountability, functionality and operational usage of \$105M worth of equipment. Allocated as a Corps level strategic asset; advised in the strategic combat operations planning phase of air defense assets. Created dozens of defense designs and response procedures for more than 10 bases throughout Iraq (2008-2009); responsible for and led all aspects within the unit of over 100 to include human resource management, emergency response management, maintenance management, logistics management, transportation management, resource management and advised senior leaders on the threat capabilities and planned operational responses.
- Trained, developed procedures and deployed with the Army's first C-RAM system; assigned to the developmental testing of the C-RAM system in 2004 and deployed to Iraq as a Battle Captain with the system in 2006 where I supervised all aspects of the system and the engagement of incoming rockets and mortars, requiring quick/concise decision making as engagements required a reaction time of less than 60 seconds. Later served as a Quick Reaction Force leader; leading a team of 12 in an extremely high stress environment; we prepared, responded and provided security to serious incidents in our Area of Operation in Iraq.

Skills: Emergency Management Operations and Advisor, Strategic Advisor, Training Development and Management, Operational Management, Contract Management, Program Management, Transformation Management, Enterprise Project Management, Human Resource Management, Maintenance Management, Resource Management, Operational Needs Management, Conflict Management, Transportation Management, Systems and Data Management, Team Building, Logic Based Decision Making, Proven Mentor, Leadership Development, Adaptability
Expert Microsoft Suit, Technologically Proficient and Sound. Usage and adaptive of numerous HR, Logistics, Operations and Project management data management tools.

Public Records Exemptions

Enclosed please find a copy of the response documents for your public records request. The following information is provided to explain the process employed to review and produce the response documents.

Reason	Description	Pages
119.071(5)(j)		1-3