

PROFESSIONAL PROFILE

A hands-on leader who manages by example, fosters a culture of teamwork, shared mission, and dedication to excellence. Innovative and results-driven senior executive professional with a record of success in delivering results within the government and private sectors. Builds high-performing teams, fosters a culture of accountability and excellence, and motivates strong subordinates. A change agent in leading, assessing, and transforming organizations and revitalizing underperforming operations to drive strong and sustainable productivity gains, cost reductions, and quality improvements. Recognized as a change agent with a talent for simplifying complex challenges and implementing practical, high-impact solutions. I offer the following skills and abilities:

- *Leadership and Communications*
- *Team Building and Performance Management*
- *Process Redesign & Reengineering*
- *Customer Relationship Management (CRM)*
- *Strategic Thinking and Vision*
- *Program Management*
- *Problem Identification and Resolution*
- *Performance and Productivity Improvement*

EXPERIENCE

Community Leader

4/2012-present

- Elected mayor – three two-year terms of office.
- Negotiate with the WV Governor, and the WV Secretaries of Commerce, Department of Environmental Protection, and Tourism to fund implementation of neglected infrastructure projects.
- Project manager and chairman of the Public Service District, leading the design, construction, and operation of a regional sanitary sewer treatment facility with cost estimates exceeding \$60 million.
- Leading the \$13.5 million effort to replace an antiquated and non-compliant sanitary sewer and stormwater collection and drainage system.
- Implementing Customer Relationship Management software using Microsoft Dynamics 365 for our enterprise resource planning requirements.
- Work with the state and county economic development agencies to plan, fund, and construct obtainable workforce housing in an extremely low-income rural county.

Serve in varying capacities as an elected leader or member of diverse Boards of Directors and assorted community groups.

- Candidate for the West Virginia House of Delegates.
- Co-chaired Veteran Services for the WV Governor.
- Elected to and served four terms as Town Councilperson.
- Vice President of the Board of Directors for the Tucker County Economic Development Authority.
- Vice President of the Board of Directors for the Alpine Heritage Preservation Foundation.
- Member of the Board of Directors for the Tucker County Chamber of Commerce.
- Member of the Board of Directors for the Planning Commission.
- Member of the Board of Directors for Woodlands Community Lenders. Woodlands provides loans, business development services, and finance packaging for businesses and real estate projects.

Senior Executive – U.S. Army Intelligence & Cyber Operations

9/2007-4/2012

Led project management and the strategic transformation of the Army's military intelligence enterprise, spearheading process innovation, operational modernization, and organizational change at scale. Directed a multidisciplinary team in the early development of Army Cyber Command and executed high-impact initiatives that reshaped personnel security clearance processing across the Department of the Army. Provided visionary leadership in the design and implementation of a comprehensive reform of the Army's Personnel Security Investigation (PSI) process—responsible for managing over 350,000 security clearances annually. Developed and presented a compelling business case to the Secretary of the Army and senior Department of Defense (DoD) and Office of

Personnel Management (OPM) stakeholders, securing executive buy-in and funding for a centralized, technology-enabled enterprise solution aligned with Army readiness goals.

- Founded and led a cross-functional team of technical experts from DoD, OPM, and industry partners to deliver a first-in-DoD initiative using advanced web-based technology for data validation, customer relationship management, analytics, encrypted communications, and process automation.
- Reduced security clearance processing time by 90%, from an average of two years to just 63 days.
- Achieved significant quality improvements, decreasing document submission error rates from 27% to 1% and reducing reject rates from 8% to 0.2%, as independently validated by OPM.
- Consolidated over 1,600 decentralized offices into a single, centralized PSI operation using modernized systems and streamlined workflows, enabling an 80% reduction in staffing while maintaining full mission capability.
- Led enterprise contract oversight, including vendor acquisition, performance monitoring, software development, and final product acceptance.
- Successfully navigated interagency coordination to obtain required approvals across the Army, DoD, and OPM in areas including information security, budget, and IT systems integration.
- Army PSI transformation was nominated by DoD as a finalist for the President of the United States Government Quality Award, recognizing exceptional federal innovation and performance.

Director – Senior Executive Service (SES) U.S. Army – Military Intelligence Programs &

10/2004-8/2007

Resources

Senior executive enterprise resource planner responsible for strategic oversight, resource management, and personnel structure of Army intelligence operations under both the Military Intelligence Program (MIP) and National Intelligence Program (NIP). Directed enterprise-level planning and execution of intelligence resources supporting global operations, managing a workforce structure of 50,000 personnel and annual budgets exceeding \$6 billion.

- Led the development and execution of \$26 billion in multi-year programs (POM/IPOM) using Microsoft Dynamics 365, including base and supplemental MIP budgets aligned with national defense priorities.
- Directed force structure and resource alignment across Army intelligence to optimize capability delivery and readiness.
- Project manager who conceived and implemented the Joint Intelligence Operations Capability–Iraq (JIOC-I), enabling real-time intelligence sharing between the federal intelligence community and operational forces. JIOC-I was directly credited with enhancing mission effectiveness and saving coalition lives on the battlefield.
- Provided testimony and authoritative guidance on Congressional actions, prepared budget justifications, led audits, and oversaw all phases of budget execution for both operational and contingency funding.
- Acted as principal advisor on intelligence resourcing to Army senior leadership, ensuring alignment with Department of Defense priorities and national security strategy.
- Pioneered enterprise solutions that integrated cutting-edge technology with warfighter needs, streamlining intelligence delivery at the tactical edge.

Executive Director for Transformation, Defense Travel System

10/2000-10/2004

Senior executive leader and project management lead responsible for global implementation, operations, and modernization of the Defense Travel System (DTS) — the DoD’s enterprise-wide, end-to-end electronic travel platform supporting over 3.2 million users across 11,000+ military and agency sites worldwide. Directed one of the largest and most complex web-based financial and logistics systems in the federal government, integrating with 52 DoD and commercial systems and replacing legacy paper-based processes.

- Built and led a high-performing team of 165 professionals, including senior officers, federal civilians, and contractors across functional domains (operations, training, development, and support).
- Successfully transitioned DTS from a DOS-based system to a scalable, user-centric, web-enabled solution through continuous user engagement, feedback, and agile development methodologies.

Alan A. Tomson, continued.

- Transformed fielding operations by developing a three-phase deployment strategy, accelerating global implementation while reducing costs and enabling self-fielding at smaller sites—setting a new standard for enterprise software rollouts across DoD.
- Innovated a new site data-loading method, reducing resource requirements and fielding time by 96%, significantly increasing deployment efficiency.
- Led over 475 strategic briefings to senior DoD leadership, securing executive alignment and organizational readiness for phased rollouts and change management efforts.
- Instituted a Customer Relationship Management (CRM) software governance process, enabling the delivery of 84 major system enhancements and 224 software fixes with zero service interruption.
- Facilitated global stakeholder engagement through quarterly DTS Seminars, attended by 200+ users and stakeholders from across the DoD, enhancing adoption and collaboration.
- Applied Lean Six Sigma principles and agile implementation methodologies to streamline workflows, reduce errors, and ensure continuous improvement in service delivery.
- Recipient of the National Distinguished Achievement Award from the American Society of Military Comptrollers for outstanding leadership and program impact.

Brigade Commander, U.S. Army Special Operations Command

8/1997-10/2000

Selected by the centralized Army board to serve as a Brigadier General-level Commanding Officer of a 5,700-person airborne Civil Affairs Brigade supporting global special operations for humanitarian assistance and civilian life-saving measures. Held strategic command and oversight of 10 Colonels, 35 Lieutenant Colonels, and four Battalion Commanders across five geographically dispersed states. Accountable for organizational performance, mission readiness, culture, and the health and welfare of over 5,000 Soldiers.

- Transformed a high-risk unit on the verge of disbandment into a top-performing, mission-ready force through focused leadership, cultural revitalization, and operational excellence.
- Drove a major organizational cultural shift, championing diversity, equity, and inclusion that resulted in the appointment of the first women and minority leaders in the Brigade's history.
- Increased Army deployment readiness rating from 18% to 78%, setting a new Army-wide benchmark for unit preparedness—achieved through rigorous training, discipline, and data-driven human capital strategies.
- Provided strategic leadership for recruiting, retention, training, equipping, and personnel management across all units, ensuring force readiness and long-term organizational sustainability.
- Personally led change management initiatives, including budget execution, safety programs, physical readiness, and high-risk operations—demonstrating commitment by leading from the front, including airborne operations.
- Earned two Army-wide honors:
 - Department of the Army Supply Excellence Award
 - Department of the Army Connelly Award for food service excellence
- Fostered unit cohesion, instilled Army values, and restored morale through clear vision, accountability, and servant leadership at all levels.

Battalion Commander, U.S. Army Special Operations Command

7/1996-8/1997

Hand-selected through a competitive board process to command a 965-person Civil Affairs Battalion assigned to Army Special Operations Command. Exercised full authority over the unit's operations, readiness, and strategic deployments. Served concurrently as the Principal Civil Affairs Advisor to the 1st Cavalry Division, providing expertise in civil-military operations across two critical geographic theaters: Far East and the Middle East.

- Directed full-spectrum command and control of a globally engaged battalion supporting joint and combined operations, enhancing civil-military coordination in complex environments.
- Led strategic planning and deployment preparation for the unit's mission in Bosnia (1997), overseeing mobilization, training, and force readiness to ensure successful multinational peacekeeping operations.

Alan A. Tomson, continued.

- Advised division-level commanders on civil affairs strategy, interagency coordination, and population engagement, ensuring alignment with U.S. objectives and coalition force operations.
- Maintained full accountability for all personnel, equipment, and mission resources across geographically dispersed teams operating in high-risk environments.
- Strengthened unit cohesion, operational discipline, and performance through values-based leadership and results-oriented command philosophy.

Planner and Project Manager (Deployment – Bosnia and Herzegovina)

10/1995-7/1996

Selected for a high-impact deployment to the multinational 35-nation IFOR Headquarters to support the implementation of the Dayton Peace Accord in Bosnia-Herzegovina. Served as a principal architect of civil-military operational planning and interagency coordination during a pivotal post-conflict stabilization effort.

- Designed and led the creation of the Refugee Repatriation Information Center (RIC) in partnership with the United Nations High Commissioner for Refugees (UNHCR)—a groundbreaking platform that integrated data systems across military, UN, international NGOs, and former warring governments.
- Achieved first-of-its-kind automated data sharing across the international community, enhancing operational efficiency, eliminating redundancy, and setting a precedent for integrated global peacekeeping support systems.
- Enabled information-sharing on over 3 million refugees and displaced persons, directly supporting repatriation, humanitarian response, and long-term resettlement—recognized as a model for future international peace operations.
- Leveraged personal background and diplomatic skill to gain buy-in from ethnically divided and politically resistant stakeholders, building trust among international and local actors to facilitate collaboration.
- Prepared and defended the \$78 million national election budget on behalf of the Organization for Security and Cooperation in Europe (OSCE)—securing critical resources for Bosnia’s first post-war national elections.
- Delivered high-level briefings to ambassadors, senior multinational generals, and governmental leaders; regularly served as the Commanding General’s alternate, representing U.S. interests in multi-forum engagements.

Senior Vice President, Secretary, and Treasurer

6/1994-10/2000

Senior executive responsible for overseeing all non-construction corporate functions within a \$680M revenue organization employing 13,000+ personnel across 50 states and international locations. Directed finance, accounting, human resources, management information systems, and insurance, with full accountability for corporate profit and loss, overhead control, and financial health analysis.

- Drove a 57% revenue growth and a 295% increase in profitability over six years through strategic financial leadership and operational efficiency.
- Led a comprehensive safety initiative, reducing the Experience Modification Rate (EMR) from 1.75 to 0.45, resulting in a 60% reduction in workers’ compensation insurance costs.
- Identified and rectified multi-year tax compliance issues, securing \$600K in IRS refunds and \$3M in recoveries from state tax authorities, significantly improving corporate cash flow and compliance posture.
- Directed cross-functional teams to optimize overhead expenses, streamline financial reporting, and enhance risk management programs to support sustained growth and operational resilience.

Business and Quality Consultant

1/1992-6/1994

Provided expert consulting in Total Quality Management (TQM), automated financial systems design, strategic planning, and leadership development for diverse clients across healthcare, government, and industrial sectors.

- Led strategic planning and operational improvement initiatives for the Republic of Estonia’s Ministry of Industry and Energy, driving enhanced national industrial standards and economic development.
- Designed and implemented a comprehensive TQM program for Estonia’s National Standards Board, successfully institutionalizing quality practices across government agencies and industry.

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- Partnered with a major U.S. healthcare provider to deliver transformative business results within two years, including:
 - Improving cash flow by 455%
 - Reducing \$50M in accounts receivable by 57%
 - Increasing customer service metrics by over 310%All achieved through optimized processes without additional personnel or capital investment.
- Developed automated accounting and financial management systems encompassing planning, programming, budgeting, and managerial analysis to streamline client operations and enhance decision-making.

Deputy Chief of Staff, Resource Management – 1st Special Forces Operations Detachment- Delta Force

Selected through an exceptionally competitive process to lead the worldwide financial management of the US Army Special Operations Command's classified programs, overseeing budgets that increased from \$1.1 billion to \$4 billion. Directed all classified resource management, including budgeting, cost accounting, and financial oversight for 250+ classified operations, maintenance, and acquisition programs supporting Army special operations.

- Led a counter-drug and cyber-crimes initiative focusing on money laundering and drug interdiction.
- Managed diverse funding streams, including R&D, Acquisition, and Operations & Maintenance, to ensure compliance, accuracy, and alignment with strategic mission objectives.
- Led a complex financial accountability transition from the Army to the Department of Defense, serving as project manager—conducted requirements analysis, developed comprehensive transition plans, established milestones, and supervised system conversion, procedural redesign, and workforce training.
- Prepared and presented classified financial programs and budgets to senior Army leadership, DoD officials, and Congressional committees, ensuring transparency and securing critical mission funding.
- Developed and delivered detailed Congressional responses and briefings, articulating financial strategies and program justifications for oversight and legislative decision-making.
- Established robust financial controls and innovative processes to safeguard classified information and optimize resource allocation in highly sensitive operational environments.

Finance and Accounting Officer and Deputy Comptroller

Directed finance and accounting operations supporting the Department of Defense Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) across Europe, the Middle East, and Africa. Provided comprehensive financial management for two regional medical centers and 12 hospitals, overseeing a team of 125 accounting, finance, and comptroller professionals.

- Spearheaded transformative process improvements and automation initiatives that eliminated non-value-added activities, resulting in:
 - A 50% reduction in invoice payment processing time for 34,000 monthly invoices.
 - An 80%+ reduction in accounts payable balances.
 - Automation of CHAMPUS account processing, slashing turnaround from five weeks to three days.
 - Improved overall financial performance metrics, which include lowering accounts receivable days from 123 to 68.
- Led the redesign and implementation of the Army's Standard Installation Accounting Operation (SIAO) pilot program:
 - Conducted requirements analysis, balancing ongoing operations with transformational project goals.
 - Integrated managerial accounting practices to deliver real-time financial insights supporting executive decision-making.
 - Orchestrated organizational restructuring and workforce realignment, securing union partnership and employee buy-in for sustainable change.
- Developed and institutionalized a new accounting organizational framework, which was adopted Army-wide as the standard for finance operations.

EDUCATION

Ed.D., Organizational Leadership, Northeastern University, Boston, Massachusetts
M.B.A., Management and Systems Operations, Georgia State University, Atlanta, Georgia
M.A. – equivalent, National Security and Strategy, United States Army War College, Carlisle, Pennsylvania
B.S., Engineering, United States Military Academy, West Point, New York
U.S. Army Command and General Staff College, Fort Leavenworth, Kansas
NATO Staff College, Oberammergau, Germany
Lean Six Sigma Course – Master Black Belt
Department of Defense Fiscal Law Course
Syracuse University Senior Resource Management Course
Comptrollership Course
Planning, Programming, and Budgeting Course
Army Parachutist Course

AWARDS

Finalist, President of the United States Government Quality Award (Project award/Project leader)
American Society of Military Comptrollers – Innovation Award (Project award/Project leader)
American Society of Military Comptrollers – Distinguished Achievement Award (Project award/Project leader)
Department of the Army Chief of Staff Supply Excellence Award (Unit award/Commander)
Department of the Army Connelly Food Service Award (Unit award/Commander)
Department of the Army Distinguished Civilian Service Medal
Defense Superior Service Medal
Legion of Merit Medal – two awards
President of the US/Department of the Army Soldier’s Medal for Heroism
South Korean Medal for Military Merit (Heroism)
Defense Meritorious Service Medal – two awards
Meritorious Service Medal – four awards
Army Commendation Medal – five awards
Office of the Secretary of Defense Identification Badge
Army Staff Identification Badge
Combat Unit Identification Badge – Army Special Operations Command
Expert Infantryman Badge
Parachutist Badge

LANGUAGES

English – native speaker
Estonian – fluent

CITIZENSHIP

United States of America
Republic of Estonia

SECURITY CLEARANCE

Inactive Top Secret (TS), Sensitive Compartmented Information (SCI)