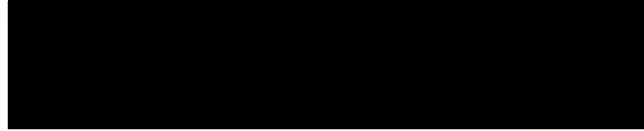


RECEIVED

Luiken, Marc
Commissioner - Department
of Transportation

MARC A. LUIKEN, Colonel, USAF (Retired)




To Whom It May Concern:

I am sending this cover letter and attaching my resume with the desire to offer myself as a candidate for The Adjutant General of the Alaska National Guard.

I am currently employed as a leadership and performance coach with RLG International working for BP Alaska supporting their Exemplar project. I have proven senior executive experience in both the Department of Defense and in the Alaska State Government. I believe my experience and skill set as a leader will positively impact the Alaska National Guard at a time when they need strong servant leadership. I have a proven track record as an executive director, military commander, and senior state employee who demonstrates creative, results-oriented organizational leadership, joint and interagency communications, and multi-agency execution. I have led organizations of increasing size since 2000 ranging from 250 personnel to 3200. I have over thirty years of experience in training units and leaders, identifying new opportunities, and transforming organizations to compete more efficiently and effectively. I have documented success in positions of increasing responsibility, to include fighter squadron command, deputy operations group command, mission support group command, and numbered Air Force and major command senior leadership positions in addition to cabinet leadership positions in the State of Alaska.

I look forward discussing this opportunity with you and appreciate your consideration of my resume and my experience in relation to this position.


Marc A, Luiken

Marc A. Luiken, Colonel, USAF(Retired)

PROFILE:

- Proven executive director, military commander, and senior state employee who demonstrates creative, results-oriented organizational leadership, project management, joint and interagency communications, and multi-agency execution.
- Unique capabilities to think creatively, communicate vision, build a coalition of disparate stakeholders, and lead the team to accomplish tangible successes.
- Over 30 years' experience training units and leaders, identifying new opportunities, and transforming organizations to compete more efficiently and effectively.
- Documented success in positions of increasing responsibility to include fighter squadron command, mission support group command, major AF command executive leadership and cabinet leadership positions in the State of Alaska.

EXPERIENCE:

Leadership and Performance Coach

November 2012 to present

RLG International, Vancouver, BC

Partner with client leaders to provide quantifiable business results and visible leadership behavior change. Directly supported the project manager for the Conoco Phillips Alaska (CPAI) CD5 project, the largest infrastructure project CPAI has undertaken in a decade and the first oil production in the National Petroleum Reserve Alaska. Currently working with the BP Alaska (BPXA) Exemplar program, supporting the VP Operations Control of Work Project.

Accomplishments:

- All CD5 season one construction, safety and logistic goals were accomplished
- Facilitated the CD5 2013 logistics after action review, resulting process improvements ensured 100% of 2014 equipment and material were delivered accurately and on time.

Commissioner

December 2010 to October 2012

Alaska Department of Transportation and Public Facilities(DOT&PF), Anchorage, Alaska

Direct advisor to the Governor, State of Alaska for state transportation issues. Leads the second largest state agency with over 3200 personnel. Manage all state owned and operated transportation and public facilities valued at over \$6 billion; the Alaska International Airport System, 254 state owned and operated rural airports, over 5600 miles of highway, 11 sea-going ferries serving 35 communities and 720 public buildings. Oversees and manages an annual budget over \$1.4 billion in state general funds and federal aid program funding. Serves on the Board of Directors for the Alaska Railroad Corporation, The Knik Arm Bridge and Toll Authority, American Association of State Highway Officials and Western Association of State Highway Officials.

Accomplishments:

- Personally coordinated with the Civil Aviation Administration of China to generate improved relationships between the State of Alaska International Airport System and commercial air carriers of China.
- Successfully reorganized the DOT&PF from a disparate and dysfunctional agency to an effective centrally controlled organization focused on project obligation and completion, system preservation and sustainment.
- Created a collaborative environment that mended strained relationships with Alaska's General Contractors, the Alaska Railroad Corporation and Alaska's air carriers resulting in highly effective partnerships with each entity.
- Created an organizational environment that encouraged department personnel to generate record obligations of aviation, marine, road and facility projects throughout the state of Alaska in 2011 and 2012 with a value of well over \$800M per year.

Deputy Commissioner – Aviation

June 2010 to December 2010

Alaska DOT&PF, Anchorage, Alaska

Responsible for management and sustainment of 254 state-owned and operated rural airports. Executive Director of the Alaska International Airport System made up of Ted Stevens Anchorage International Airport(TSAIA) and Fairbanks International Airport.

Accomplishments:

- Reorganized Alaska's two International Airports located in Anchorage and Fairbanks into a fully functioning Alaska International Airport System (AIAS), a system responsible for 82% of all air cargo moving from Asia to North America
- Created and led a highly successful International Air Cargo Summit bringing together 18 international air cargo carriers to learn about Alaska's unique cargo transfer rights and generate more international business for the AIAS

- Led the Alaska Statewide Digital Mapping Initiative; brought together a coalition of federal and state agencies to advance the first update of Alaska's base map in over 50 years, aligning with National Mapping Standards for the first time.
- Coordinated with the Alaska Fuel Supply Consortium to build four new fuel storage tanks at TSAIA, adding 20 million gallons of fuel storage capacity and creating greater fuel security for consortium members

Vice Commander

October 2008 – May 2010

11th Air Force, Elmendorf AFB, Alaska

Principal advisor to the Commander, 11th Air Force. Oversaw mission execution for two primary flying wings and 17 additional sites. Served as an Alaska NORTH AMERICAN AIR DEFENSE COMMAND Region Battle Commander ensuring the sovereignty of North America.

Accomplishments:

- Responsibly managed and executed the \$118 million dollar HQ 11 AF annual budget.
- Guided completion of the \$120 million C-17 beddown at Elmendorf AFB, Alaska, completing the first-ever organic strategic airlift capability in the Pacific theater.
- Directed efforts to ensure the completion of initial operational capability of the first operational F-22A squadron's in the Pacific Air Forces.
- Re-energized \$138 million in stalled Military construction projects, ensured on time completion and the success of the 3rd Wing's F-22 and C-17 missions.

Director of Staff

May 2007 – October 2008

Headquarters Pacific Air Forces, Hickam AFB, Hawaii

Director of Staff for the Commander, Pacific Air Forces. Coordinated, integrated and directed staff functions within the Headquarters Pacific Air Forces. Provided staff support to four Numbered Air Force's and nine Air Force wings across the Pacific Ocean from Alaska to Korea.

Accomplishments:

- Led a difficult headquarters reorganization that included manpower cuts. Led HQ staff to streamline management processes to gain valuable efficiencies via reachback and created new efficient organizational structures.
- Coordinated daily with HQ PACAF Directors, Staff, other major Air Force Command staffs and Hawaii state and local leaders as the executive agent for the Commander.
- Advised COMPACAF on daily activities and operations of HQ PACAF Staff and insured policies were implemented.

Commander

July 2005 – May 2007

325th Mission Support Group, Tyndall Air Force Base, Florida

Commanded the Mission Support Group for the U.S. Air Force's only F-22 training wing, a 1,750 person organization consisting of 6 squadrons and one detachment. Responsible for daily security, communication, contracting, civil engineering, logistics and readiness, personnel support and quality of life programs serving a base population of more than 21,000 personnel.

Accomplishments:

- Executed an annual budget of \$42 million to support a 29,000 acre installation with \$4.1 billion in assets.
- Oversaw \$51 million in military construction projects throughout the base; 3000' runway extension, new 1st Air Force Headquarters building and new Air Operations Center, new base fitness facility.
- Led base preparation for Hurricane's Dennis and Katrina. Thorough, detailed groundwork ensured minimal damage to base facilities and no loss of life. Key member of base executive team; coordinated with county and Panama City officials to prepare evacuation routes and shelter locations for base and civilian populations.
- Deployed support personnel to Keeslar AFB, MS within 24 hours of "all clear" declaration following Hurricane Katrina. 1st team to reach devastated coast to mobilize recovery operations.

Deputy Commander

July 2004 - June 2005

374th Mission Support Group, Yokota Air Base, Japan

Responsible to the 374th Wing Commander for command, control and direction of support activities for 374 Air Wing and 32 tenant units to include HQ US Forces Japan and 5th Air Force.

Accomplishments:

- Led wing preparation for major Environmental and Occupational Health compliance inspection. Personal involvement at all leadership levels resulted in 29% reduction in findings.
- Led wing facility panel; prioritized construction of 92 projects, ensured \$11.5 million was applied correctly in lean year.
- Coordinated with wing and numbered Air Force executive crisis management team to provide USAF response to the 2003 SE Asia tsunami. Led rapid deployment of logistic and medical response units to minimize loss of life, speed recovery.

EDUCATION:

Master of Science, Management Science, Troy State University, Troy Alabama
Master of Science, National Security and Strategic Studies, Air University, Maxwell AFB, Alabama
Bachelor of Science in Human Factors Engineering, US Air Force Academy, Colorado Springs, Colorado

PROFESSIONAL MILITARY EDUCATION:

Squadron Officer School, 1985 (Distinguished Graduate)
Air Command and Staff College, 1994
Armed Forces Staff College, 1996
Air War College, 2004

PROFESSIONAL DEVELOPMENT:

American Association of Airport Executives	Certified Member
Federal Aviation Administration	Commercial Pilot, Multi-Engine Land, Instrument
Air Force Association	Life Member
Qualified to hold Top Secret, Federal Security Clearance	

AWARDS:

Legion of Merit (1 oak leaf cluster)
Defense Meritorious Service Medal (1 oak leaf cluster)
Air Force Meritorious Service Medal (5 oak leaf clusters)
Air Medal (1 oak leaf cluster)
Aerial Achievement Medal (2 oak leaf clusters)
Air Force Commendation Medal
Southwest Asia Service Medal (3 bronze stars)
Kuwait Liberation Medal
Defense of Saudi Arabia Medal

ADDITIONAL EXPERIENCE:

U.S. Air Force	May 1981 – June 2001
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Distinguished service at squadron, group, and wing level, as operational fighter pilot, instructor pilot and leader. Combat experience in Operation DESERT STORM as ground liaison to US ARMY Seventh Corps Commanding General. Fighter Combat experience in Operations SOUTHERN WATCH and ALLIED FORCE. Additional combat support experience in Operation ENDURING FREEDOM as Air Component Coordination Element to the Commander, Joint Task Force Horn of Africa.

REFERENCES ON REQUEST.