

ALBERT THEODORE MOLLEGEN, JR.
("Ted")

Retired CEO
Allied Resources Corporation
Analysis & Technology, Inc.

Summary

Mr. Mollegen was the president and principal shareholder of Allied Resources Corporation, which he co-founded in 1993. Allied provided outsourcing and consulting services in training, engineering, and occupational health & safety. Clients included numerous Fortune 500 companies, various middle-sized companies, and several universities and colleges. Allied did work in 38 states and 23 foreign countries, including five continents. Mr. Mollegen retired from the company in 2011 and the company closed in 2013.

From 1976 to 1992, as CEO, Mr. Mollegen led Analysis & Technology, Inc., Connecticut's fifth largest defense contractor, from 56 employees in 1976, to 1540 employees in 1992. A&T was twice selected by *INC.* Magazine for its list of the 500 fastest growing small companies in the US, and later twice selected by *FORBES* magazine for its list of "The 200 Best Small Companies in America." Historically, A&T provided professional and technical services principally to the Navy. Over 98% military until Mr. Mollegen started a diversification program in 1989, A&T's non-defense business had increased to 12% and had over a \$40-million contract backlog when Mr. Mollegen left in 1992. During his tenure as CEO, Mr. Mollegen introduced: strategic planning; corporate management retreats; reduction of overhead by more than 1/3; many measures of organizational effectiveness; an integrated management information system; total quality management; and corporate acquisitions, start-ups, and divestitures. He took the company public in 1986.

His experience also includes:

- directorships of two other for-profit corporations and three non-profit corporations
- leader of a regional coalition to fight a planned base closure
- invention of a specialized analog computing device used by all U.S. submarines
- lay leadership in the Episcopal Church at the local, diocesan, and national levels

Mr. Mollegen has a BE in EE from Yale University, has done graduate work toward a MS in EE, and has attended numerous seminars in TQM and other aspects of business leadership. He has published in newspapers, periodicals, and technical publications.

(more detailed resume follows)

ALLIED RESOURCES CORPORATION 1993 - 2013

Mr. Mollegen was the president and the principal shareholder of Allied Resources Corporation, which was incorporated in Connecticut on March 10, 1993. Allied provided outsourcing and consulting services in engineering, technical training, and occupational health & safety. Allied's clients include many very large companies such as: Fleet Bank, Pratt & Whitney, Hamilton Sundstrand, IBM, AlliedSignal, Clairol, Carrier, Sikorsky, Wrigley's, Otis, and more than 100 other companies, universities, and non-profit institutions.

ANALYSIS & TECHNOLOGY, INC. (1971-92)

Mr. Mollegen retired from his position as Chairman and CEO of Analysis & Technology, Inc. of North Stonington, Ct. in November 1992. A&T was then a \$112 million, 1540-employee company which provided professional and technical services to the Navy, other government, and Fortune 500 companies. A&T's services included: training development and delivery; engineering and system integration services; software engineering; system development and support; and management support services.

Under Mr. Mollegen's leadership as CEO from 1976 to 1992, A&T grew and diversified from 56 employees and \$1.7 million in revenues in 1976, to 1540 employees and \$112 million in revenues in 1992. He took the company public in 1986, and A&T's shares were publicly traded in the NASDAQ National Market System under the symbol AATI. At his retirement, A&T had 27 offices in 14 states, plus offices in Australia and the Middle East.

In 1989, Mr. Mollegen made diversification from defense a high priority. At that time, A&T's revenues were only 1.7% non-military; when he left three years later, revenues were more than 12% non-military, and non-military backlog exceeded \$40 million, more than 10 times that of a year earlier.

Mr. Mollegen was also directly responsible for A&T's two major wholly-owned subsidiaries:

- Applied Science Associates, Inc., providers of training development services and materials for business and government clients. ASA was acquired in 1989.
- General Systems Solutions, Inc., providers of data transaction services in the automotive and telecommunications fields and mine-sweeping systems for the Navy. This subsidiary was started at Mr. Mollegen's direction in 1989.

He also served as a director of Automation Software Inc., an industrial software company co-owned as a joint venture by A&T and Brown & Sharpe Manufacturing Co., a then-NYSE-traded company headquartered in North Kingston, RI.

He has also been a director of two unrelated companies:

- Benthos, Inc. (1985-2006), a fast-growing manufacturer of oceanographic products and container inspection equipment (formerly [NASDAQ:BTHS](#), until the company was purchased by Teledyne). It is located in North Falmouth, MA
- PCA/Slatersville, Inc.(1991-92), a circuit board manufacturing subsidiary of North American Philips located in Slatersville, RI.

His fairly extensive service with non-profit organizations includes:

- Technology for Connecticut, Inc. (TECHCONN) (1992-1999), a not-for-profit corporation for creating statewide economic growth. TECHCONN received over \$6-million in federal and state funds for economic development projects. Mr. Mollegen was Chairman (1993-1996) and continued until 1999 as Vice Chairman and a Board member.
- the Southeastern Area Technology Development Center (SEATECH), a nonprofit small business incubator in Southeastern Connecticut. Mr. Mollegen was a board member (1987 -1997) and a member of the Regional Revolving Loan Fund Loan Approval Committee, which administers over \$2 million in economic development loan funds. SEATECH then became SEARED through a merger with another non-profit, and he continued on the Board and the loan administration committee. SEARED is now known as SECTER.

- the Professional Services Council, an industry association located in Washington, DC. Mr. Mollegen was a board member. (1981-1992)
- the Naval Submarine League, headquartered in Annandale, VA. Mr. Mollegen was a board member. (1991-95)

Mr. Mollegen also served on the Advisory Council (1994-2000) of the Connecticut Small Business Development Center, which is sponsored by the U.S. Small Business Administration and the University of Connecticut. He also served on the Advisory Council of the Center for Arts and Technology at Connecticut College. In 1988-89, he served on the Advisory Council of the University of Connecticut Marine Sciences Institute, and in 1982-87 on the Board of Corporators of the Lawrence & Memorial Hospital in New London, CT.

In 1991, Mr. Mollegen served as co-founder and chairman of the National Interest Coalition, an organization of 21 companies, professional societies, and community service organizations which testified to the 1991 Base Realignment and Closure (BRAC) Commission regarding the national importance of the New London (CT) Laboratory of the Naval Undersea Warfare Center (NUWC). Those testifying on behalf of the Coalition included Governor Lowell Weicker, Senator Christopher Dodd, a recently-retired senior manager from NUWC, and Mr. Mollegen.

In 1972-1976, Mr. Mollegen served as Chief Sonar Scientist on the staff of Commander Submarine Development Squadron TWELVE as an A&T representative. Tactics conceived of and developed by him are still taught today at the U.S. Naval Submarine School, the British submarine school, and the U.S. Surface Warfare Officers School.

Prior to 1971, Mr. Mollegen served in three other companies, as well as being partner in an electronic design/build company while in college. He was also technical director of a broadcast FM radio station during its start-up phase and held an FCC First Class Radiotelephone Operator's License. He now holds an Amateur Extra class FCC license.

PERSONAL

In his private life, Mr. Mollegen is an active member of the Episcopal Church. In 1994, he was chair of Connecticut's delegation at the national level governing body (the General Convention) and he was co-chair, 1988-91, of the national Standing Commission on Stewardship and Development. He is also active in the Episcopal Church at the national, state (diocesan) and local levels. In 1970-1972, he was Chairman of the 10-church Mystic (CT) Area Ecumenical Council. His hobbies include sailing, photography, and home computers. He and the Mrs. Mollegen live in Glastonbury, Connecticut and have two grown daughters and four grandchildren.

PUBLICATIONS

"Our Congressmen Must Explain Submarines' Advantages," published in The (New London) Day, June 10, 1990, and in the Naval Submarine League's The Submarine Review, July 1990. It was also published in the *Congressional Record, an official Government Publication*.

"Bring on the Japanese Insurers," published in The Hartford Courant, September 24, 1989 and in The Insurer's Quarterly, January, 1990.

The Influence of Submarines Upon Seapower and History (1940-2040) by "Alfred Thayer Mahan" [pseudonym], August 1990 (a pamphlet distributed by the Naval Submarine League and Analysis & Technology, Inc.)

Introduction to Sonar, a book-length educational document published by American Bosch Arma Corporation, Garden City, NY, August 1967.

Plus six papers at classified Navy Underwater Acoustics Symposia, papers at symposia of various other professional organizations (including the Military Operations Research Society and the Institute of Electrical and Electronic Engineers), and approximately 75 classified company reports done under Navy contracts.

EDUCATION:

1961, Yale University, BE in Electrical Engineering

1965-66, Graduate Studies in Electrical Engineering, Polytechnic Institute of Brooklyn, Farmingdale Graduate Center, Farmingdale, LI, NY

1989-92, numerous seminars in Total Quality Management (TQM) and Leadership, including those of: W. E. Deming; J. J. Juran; W. E. Conway; Goal/QPC; Tennessee Associates, Inc.; Eli Goldratt; and the Covey Leadership Center

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