
Professional Experience**Chief of Staff**

September 2017–Present

Department of Defense

Provides executive leadership and management of a large, complex, globally dispersed Agency that operates worldwide. Establishes and achieves an organizational vision. Directs and synchronizes all strategies, policies, plans, programs, operations and resources. Supervises and inspires a 1,500 member multi-discipline workforce. Manages a \$161 million budget and \$750 million of assets. Represents the Agency to high ranking US and foreign government officials, business executives, academia, special interest groups and the public.

Key Accomplishments:

- Established a results-driven culture and built high performing teams who earned 326 awards for leadership, program management, technical expertise, customer service and service delivery.
- Rapidly matured a fledgling Agency into a high performing organization through establishment of policies, plans, programs and procedures that enabled continuous historic accomplishments.
- Championed development of strategic and operational plans with multi-year investment strategies, embedded performance metrics and governance structures which focused limited resources, synchronized worldwide efforts and saved \$46 million.
- Managed relationships with politicians and special interest groups that gained \$45 million in Congressional budget additions and desired legislation which provided new authorities and increased the Agency's capabilities and effectiveness worldwide.
- Instilled Continuous Process Improvement (CPI) and cost conscious cultures throughout the Agency that saved \$22 million.
- Instituted a Contract Review Board, analyzed numerous contracts valued at \$940 million, discovered efficiencies and saved \$75 million.
- Established the Agency's global All-Hazards Emergency Management program, partnered Federal, State, local and foreign Emergency Management organizations, gained mutual aid agreements for external resources which eliminated or mitigated risks worldwide.
- Optimized land, sea and air logistics and transportation programs that moved vast amounts of people and cargo throughout 51 countries, saved \$10 million and enabled successful operations.
- Developed a global Facilities program that gained new buildings, capital improvement projects, maintained widely varied current facilities, divested excess assets and then reinvested savings that increased capacity by 30% without additional costs.
- Founded the Agency's Grants and Cooperative Agreements program, linked it to the emerging Partnerships and Innovations program, teamed with US and foreign governments, universities and non-profit organizations which increased capacity by 44% and saved \$10 million.
- Orchestrated development of an Agency-wide Information Technology (IT) system that merged 40 terabytes of data from four disparate legacy organizations into one user-friendly, cloud based system which improved worldwide collaboration and increased productivity.
- Supervised an Agency-wide organizational structure analysis that identified and removed unnecessary layers, realigned positions, retained corporate knowledge, engendered loyalty to the organization, improved productivity, effectiveness and morale.
- Established a Strategic Workforce Development Plan for 103 occupations that imparted leadership and technical skills which improved effectiveness, morale and retention.
- Overhauled the Protocol program that annually hosted 682 US and foreign heads of state, ministerial officials and other distinguished visitors and used these key leader engagements to build trust and gain external resources that provided new capabilities and reduced costs.
- Served as an Emerging Leader Development Program Board Member, selected the best

candidates for executive training and developmental assignments that provided a worldwide pool of future executives.

Chairman

April 2019–Present

Honolulu-Pacific Federal Executive Board

Provides strategic leadership to the Executive Committee which enables cooperation across the nation's third largest concentration of Federal government organizations.

Key Accomplishment:

- Synchronized the efforts of 125 Federal entities who provided effective and efficient government for 2 million people throughout the Pacific region.

Deputy to the Commander

July 2014–September 2017

Department of the Army

Provided executive leadership and management of a large, complex, geographically dispersed organization that directly supported the President of the United States. Served as the organization's senior civilian official who established and attained an organizational vision. Directed and synchronized all strategies, policies, plans, programs, operations and resources. Supervised and mentored a 1,350 member multi-discipline workforce. Managed a \$238 million budget and \$2 billion in assets. Represented the organization to senior US government officials, business executives and special interest groups.

Key Accomplishments:

- Established a results-driven culture and built high performing teams who earned 230 awards for leadership, program management, technical expertise, customer service and service delivery.
- Championed formulation of a Strategic Plan that incorporated a multi-year investment strategy with performance metrics for 145 widely varied projects dispersed throughout the nation valued at \$524 million which improved the effectiveness of the organization and its partners.
- Inculcated CPI and cost conscious cultures throughout the organization that saved \$36 million.
- Instituted a Contract Review Board that analyzed numerous contracts valued at \$420 million, discovered efficiencies and saved \$40 million.
- Initiated formal change management processes that identified and developed opportunities, gained 123 people and \$24 million from external sources which increased productivity.
- Modernized Facilities, Maintenance and Logistics programs, improved effectiveness, reduced costs and repeatedly won the annual Facilities, Maintenance and Logistics Awards.
- Administered an IT enterprise contract consolidation initiative valued \$285 million that spanned 31 countries; concurrently maintained current service levels and saved \$18 million.
- Optimized knowledge management and data driven analytics which streamlined reporting, improved the quality and speed of decision making and increased effectiveness.
- Proactively instituted a nationwide safety program that decreased mishaps, increased productivity, improved morale and won 11 Safety awards.

Chief of Staff

January 2013–July 2014

Department of the Army

Provided executive leadership and management of a large, complex, geographically separated organization with a region that encompassed 7 States and 3 Territories. Served as the organization's senior civilian official who established and achieved an organizational vision. Directed and synchronized all strategies, policies, plans, programs, operations and resources. Supervised and inspired a 1,400 member multi-discipline workforce. Managed a \$250 million

budget and \$4 billion in assets. Represented the organization to high ranking US government officials, business executives, academia, special interest groups and the public.

Key Accomplishments:

- Established a results-driven culture and built high performing teams who won 122 awards for leadership, program management and customer service excellence.
- Directed municipal management and master planning for several cities and won the Most Improved City of the Year Award and the annual Innovation Award.
- Developed and implemented a Strategic Plan that gained \$33 million in additional external resources which gained new capabilities and increased capacity.
- Inculcated CPI and excellent stewardship cultures that saved \$12 million.
- Instituted a Contract Review Board that examined many contracts valued at \$265 million, identified efficiencies and saved \$35 million.
- Revamped the organization's All-Hazards Emergency Management program and partnered with Federal, State and local Emergency Management organizations, obtained mutual aid agreements which gained resources that eliminated or mitigated risks.
- Partnered with the Department of Homeland Security and three State Intelligence Centers, negotiated intergovernmental agreements that resulted in faster intelligence fusion and dissemination which protected the organization and its partners.
- Supervised a Facilities program that gained new buildings, capital improvement projects, maintained very diverse current facilities, divested \$1.3 billion of antiquated facilities which reduced operating costs and improved effectiveness.
- Motivated maintenance teams who initially had the lowest productivity rating in the US to gain the highest rating which improved the effectiveness of 14 national partner organizations.
- Administered human resources offices which supported 54,000 internal and external employees with the full spectrum of personnel management services that enabled effective operations.
- Reengineered workflows and business processes that reduced preexistent backlogs by 38% and provided vital services to numerous national partners which improved efficiency and morale.
- Directed analysis of a politically sensitive, key influencer initiated major land and facilities acquisition project that identified an unacceptable return on investment, took actions which saved \$50 million in initial costs and prevented unnecessary conflict with politicians.

Executive Director

August 2010–January 2013

Department of the Navy

Provided executive leadership and management of a large, multifaceted, geographically dispersed organization with a 16 State region. Served as the organization's senior civilian official who established and attained an organizational vision. Directed and synchronized all strategies, policies, plans, programs, operations and resources. Supervised and motivated 1,800 member multi-discipline workforce. Managed a \$260 million budget and \$8 billion in assets. Represented the organization to senior US government officials, private sector executives, members of academia, special interest groups and the general public.

Key Accomplishments:

- Handpicked by two Admirals to fix the organization because previous key senior leaders were removed for misconduct.
- Established a results-driven culture and built high performing teams that won 54 awards for leadership, program management, technical expertise and customer service.
- Directed municipal management and master planning for several cities and repeatedly won the City of the Year Award and the annual Fire and Emergency Medical Services Awards.

- Championed formulation and implementation of a Strategic Plan that standardized numerous incongruent programs and inculcated a CPI culture which saved \$60 million.
- Instituted a Contract Review Board which scrutinized numerous contracts valued at \$750 million, discovered efficiencies and saved \$100 million.
- Overhauled the organization's All-Hazards Emergency Management program and teamed with Federal, State and local Emergency Management organizations, obtained mutual aid agreements which gained new or specialized assets that eliminated or mitigated risks.
- Continually enhanced Emergency Operations Centers in several different States so they shared critical information with State and local governments which increased effectiveness.
- Administered a Facilities program that gained new buildings, capital improvement projects, maintained widely varied current facilities, consolidated or transferred excess assets, negotiated lower usage fees which improved effectiveness throughout the region.
- Managed human resources offices that provided 60,000 internal and external employees with the full gamut of personnel management services which facilitated successful operations.
- Chaired the Emerging Leaders Board that selected the best candidates for executive training and developmental assignments which provided a nationwide pool of future executives.

**Director of Strategies, Plans and Programs
United States Marine Corps**

February 2009–August 2010

Provided executive leadership and management of a large, complex, geographically dispersed organization with a 7,500 member multi-discipline workforce. Served as the organization's senior civilian official who administered unprecedented, politically delicate transformation initiatives valued at \$8 billion. Supervised multi-discipline matrixed teams in formulation and execution of international strategies and programs. Represented the organization to senior US and foreign government officials.

Key Accomplishment:

- Built coalitions with foreign officials, persuaded them to accept the organization's divergent position which gained \$336 million of their funds that paid for critical transformation projects.

**Director
Department of the Army**

January 2008–February 2009

Provided executive leadership and management of an independent field operating agency with 14 geographically dispersed subordinate units throughout the nation. Established and attained an organizational vision. Directed and synchronized all strategies, policies, plans, programs, operations and resources. Supervised and inspired a 462 member multi-discipline workforce. Managed a \$30 million budget and \$300 million in assets. Represented the organization to senior US and foreign government officials.

Key Accomplishment:

- Synchronized widely varied, multi-million dollar capital improvement projects that advanced international transformation initiatives and achieved strategic goals.

**Division Chief and Program Manager
Department of Defense**

December 2004–January 2008

Led Transformation, Experimentation, Training and Certification programs valued at \$91 million that supported an organization with a 37,000 member workforce. Led multi-discipline matrixed teams who formulated and integrated international strategic plans for current and future organizations which attained multi-national strategic goals.

Key Accomplishment:

- Significantly contributed to an international Strategic Transformation Plan that was approved by the US Secretary of Defense and Allied Ministers of Defense and resulted in efficient, economical and progressive transitions which positively affected the US and 14 partner nations.

Chief of Staff

October 2003–December 2004

Department of the Army

Provided executive leadership and management of a large, complex organization. Established and achieved an organizational vision. Directed and synchronized all strategies, policies, plans, programs, operations and resources. Supervised and inspired a 1,000 member multi-discipline workforce. Managed a \$38 million budget and \$520 million in assets. Represented the organization to senior US government officials, business executives and the general public.

Key Accomplishment:

- Administered municipal management and master planning for a remote city and gained multi-million dollar capital improvement projects that provided new capabilities or increased capacities which improved productivity, efficiency, effectiveness and quality of life.

Special Agent-in-Charge

April 1983–October 2003

Department of the Army

Led progressively larger, more complex, geographically separated law enforcement organizations. Supervised and inspired numerous supervisory special agents and multi-discipline support staffs who conducted felony investigations. Represented the organization to senior US and foreign government officials, business executives and the general public.

Key Accomplishments:

- Directed numerous investigations that assisted victims and brought offenders to justice.
- Provided US and foreign institutions with analysis, advice and implementation assistance that fostered a whole-of-government approach to national or international challenges.

Training and Education

Leading Complex Organizations Seminar, National Defense University; Leading Change Seminar, Federal Executive Institute; Senior Leaders Program, George Washington University; Strategic Leadership in Volatile, Uncertain, Complex and Ambiguous Environments Seminar, Department of the Army; Inter-Organizational Collaboration Course, Office of Personnel Management; Strategic Communications Seminar, Army War College; Senior Leaders Seminar, Naval Postgraduate School; Advanced Course, Army Management Staff College; Manager Development, Management Internal Control Program-Senior Responsible Official, Lean Six Sigma Champion and Performance Management Courses, Department of Defense; Emergency Management Program Manager Course, Federal Emergency Management Agency; Humanitarian Assistance/Disaster Relief Course, US Agency for International Development; Bachelor of Science Degree, Magna Cum Laude, Liberty University.

Awards

Meritorious Civilian Service Award, two Commander's Award for Civilian Service, numerous Civil Service Monetary Performance Awards, Army Meritorious Service Medal, seven Army Commendation Medals, seven Army Achievement Medals, two National Defense Service Medals, Armed Forces Expeditionary Medal, Southwest Asia Service Medal with three Bronze Campaign Stars, Saudi Arabia Liberation Medal, and NATO Medal.