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## **Executive Summary**

Positive senior-level executive with over 35 years of experience leading complex, multi-million dollar construction, renovation, and renewal projects for private sector, government agency, and military organizations. Proven ability to effectively deliver programs by overseeing organization strategic planning, financial resource, contract, and acquisition management, negotiation and contractor engagement. Collaborative and motivational leader experienced in leading teams ranging in size from less than five to more than 300. Active listener and accomplished communicator adept at building relationships with key stakeholders as well as quickly assessing organizations and improving processes and policies that lead to overall organizational success.

## **EDUCATION**

- BSEE, Virginia Military Institute (honors)
- MSCE (Environmental), University of Illinois at Urbana-Champaign
- Executive Management Program, Northwestern University Kellogg School of Business

## **EXPERIENCE**

### **Naval Facilities Engineering Systems Command (2022-Present), Washington, DC**

Deputy Operations Officer. Direct Performance Assessment, Portfolio Management, and Operations Integration of NAVFAC's annual \$13B enterprise operations.

- Establish performance metrics for all aspects of NAVFAC's 200+ products and services; ensure accuracy of data provided and relevance of metrics measured against intended strategic outcomes.
- Establish portfolios for key supported clients. Provide single point of contact for all aspects of client services, ensuring client expectations are met and that NAVFAC efforts are continually aligned to changing strategic needs.
- Re-define and redesign work management systems to ensure alignment of efforts across the enterprise; allow ease of user interface for both project managers and clients

### **United States Marine Corps (2018-2022), Washington, DC**

Deputy Assistant Chief of Staff for Facilities/Assistant Deputy Commander, Installations and Logistics (LFF). Direct the planning, programming, budgeting and execution of ~\$2B annual budget in support of 25 Marine Corps Installations around the globe in management of a \$93 Billion Real Property portfolio. Supervise a staff

of six GS-15 supervisors overseeing 50 civilian and military personnel in the areas of Asset Management, Capital Investment, Housing, Environmental Management, Public Works, and Enterprise Integration.

- Provided centralized program management and contractor oversight of major projects including multi-million dollar multi-year initiatives for Asset Evaluations, Condition Assessments, Master Plans, and Utility Infrastructure analyses for more than \$95B of Class II Real Property. Oversaw planning of the multitude of local, regional, and enterprise level contracts in order to effectively manage workload and ensure timely delivery.
- Oversaw planning and execution of centralized new construction and restoration/modernization projects valued between \$1-2B annually. Organized the enterprise to evaluate and prioritize more than \$10B in backlog; briefed leadership and Congress on how best to make use of limited funding to meet most pressing needs. Ensured a continuum of project management to ensure timely planning, design, and execution of all projects.
- Developed a radical change in strategy to achieve a clean financial audit opinion. Engaged USMC, Dept of the Navy, and Office of Secretary of Defense leadership decisively, outlining flaws in the previous approach and offering a different approach based on a new paradigm. Successfully presented an argument articulating the need for specific technical expertise both at HQ and the field. As a result, simplified the path to audit success, aligned necessary resources to achieve expected outcomes (ongoing).

#### **Accomplishments:**

- Reorganized the division to make better use of available resources and provide improved responsiveness and expertise in financial and information management. Existing organization was stovepiped, resulting in inefficient and sometimes conflicting communications to both the field and other HQ staffs, resulting in repeated missed opportunities and growing frustration among the various stakeholders. Influenced key leaders across the enterprise to invest in data-driven decision tools to make better use of scarce resources and better prioritize capital projects. Organized the portfolio in such a way as to allow the Commander to make balanced decisions between current planning and construction needs relative to long term investments.
- Oversaw key strategic initiatives of the Commandant such as financial audit, full restoration of historic Home of the Commandant, facilities impact on realignment of combat force design, and integrating climate change considerations into facility planning. Ensured resulting plans are feasible and achievable. Created a modeling approach to analyze building/structure damage to Marine Corps facilities as the result of Hurricane Florence and successfully communicated to Congress a spending plan for repair/replacement. Provided planning expertise to enable decision makers as the Marine Corps transforms significant aspects of its war fighting capabilities.
- Mentored emerging senior staff members upon their promotion to senior supervisory roles, enabling their success in overseeing large, complex portions of the Facilities Portfolio.

- Led initiatives in cloud-based maintenance management to improve efficiency of execution, accountability, and capability for strategic planning. Developed contracting strategies for real estate analysis, asset evaluations, master planning, real property condition assessments.

### **SABBATICAL (2017 -2018)**

Relocated from Chicago to the Washington DC area in support of my wife's career development. Joined the Fort Washington Hospital Board of Trustees where I oversaw the writing of the Hospital's acquisition policy and procedures. In addition, worked closely with the Chairman to successfully guide the merger of the hospital with another non-profit health provider, thus improving the hospital's long term financial viability and quality of care provided to the community. Taught Masters' level classes in leadership and facilities management at Northwestern University, and obtained certification as a Yoga instructor.

### **Arcadis (2010 -2017), Chicago, IL**

*Multi-national engineering consultant specializing in Facilities construction and management and multiple other disciplines. More than 25000 employees world wide.*

**Operations Leader:** "Seller-doer" responsible for market definition and capture in addition to providing billable leadership for opportunities won. Led teams as large as 100 persons or more, sometimes acted independently as a specialty consultant to specific clients. Projects included:

- Deputy Program Manager of the Chicago Building Commission's \$2.4B construction program, including K- 12 schools, an \$86M Marina, and a number of libraries, fire departments, and police stations for the city of Chicago. Provided centralized program management and contractor oversight. Oversaw all aspects of construction from contractor pre-qualifications through bidding and pre-award, all the way through permitting, construction, and close out. Typically 15-20 projects active at any given time, representing \$300-400M/Yr construction in place. Delivered program at 7% less than programmed estimate.

- Oversaw constructability reviews, permit approvals, logistics planning, quality, and schedule management, negotiations, change management, financial and administrative management, and supervision of 50 personnel on the program staff. Integrated planning, design, and construction efforts to ensure seamless transition from one phase to the next.

- Project manager for three \$9M school additions and a "summer critical" \$6M Historical school renovation for the Chicago Public Schools ("CPS") system. Proactively engaged with executives in the CPS to effectively facilitate change and schedule management. Created an active approach to communicate with local political leaders, school principals, school engineers, as well as all other stakeholders (utility companies, public safety organizations, and multiple construction and Architect/Engineer firms) to keep projects on time and schedule.

- (Classified client, major western states public utility) Developed and executed strategic sourcing approach and procurement plan for a \$330M environmental remediation program. Oversaw all aspects of contract development for design, construction, and support services. Prepared and negotiated prime and subcontracts for design, other professional services. Co-created business and risk management plans to

stay within budget. Enabled significant savings across the full range of spend categories ranging from 15% to >50%.

- Drafted and negotiated subcontracts for multiple vendors for specialty services including laboratory, legal, public relations, and strategic planning. Developed Terms and Conditions, pricing structure, and scopes of work. Introduced multiple new contract types including task order, indefinite quantity/indefinite delivery, early pay discount, with varying incentive structures to improve both cost and efficiency of delivery.

- Managed program start-up including establishing governance to facilitate funding, approval of business cases, and preparing/implementing compliance and Program Management Information System plans.

- Mentored internal and Client staffs; Introduction of competitive acquisition strategies was likely (and ultimately proven) to sever contractual relationships that had existed between friends for many years. Developed communications strategies, business cases; engaged with existing vendors as well as client staff to ensure successful transition.

- (Classified client - Fortune top 20) Created a global program management office designed to deliver results by identifying the organization's immediate and long-term objectives. Managed performance of regional program management offices, including program status and performance evaluations, identification of risk opportunities and recommendations to reduce exposure (health and safety consulting, quality review, sustainability consulting, and resource management).
- Program manager, University of Illinois-Chicago: brought in to facilitate a long standing dispute between competing engineering firms (each with their own advocates within the University system) that were advising the university on recapitalization of its electrical system. Took both firms on as subcontracted consultants to my firm, conducted detailed analysis of the problem and potential solutions. Drew out points of contention between the two firms and found an acceptable solution which I successfully briefed to the owner for follow-on implementation.

### **Walsh Construction Company (2009-2010), Chicago Illinois**

*Engineer News-Record "Top 20" general contractor in multiple business sectors including Federal Market, Design/Build, Horizontal Construction and Healthcare.*

### **Senior Manager, Federal Business Development**

Managed all facets of business development for Walsh Construction's \$640M Federal Market.

- Accountable for all facets of Client satisfaction. Resolved conditions contributing to less than satisfactory evaluations and potential contract disputes resulting in improved customer retention and follow-on business.
- Mentored staff on effective client relationship management (improved evaluations and work processes), becoming directly involved as situations dictated.

- Expanded scope of business to include “classified” projects, mentoring staff to facilitate achievement of required certifications and clearances.
- Identified and facilitated establishing working relationships with teaming partners, including small businesses with excellent local reputation to expand involvement into new markets.
- Analyzed opportunities by client (primarily NAVFAC and USACE) and region, recommending opportunities and developing design/build proposals.
- Improved client satisfaction and company branding on a national level, facilitating expansion of Walsh’s DoD market share.

### **United States Navy (1982 - 2009)**

#### **Navy Expeditionary Combat Command, Norfolk VA**

##### Chief of Staff

- Directed the organization, training, and equipping of nine subordinate commands consisting of 40,000 military personnel for global operations across multiple mission areas.
- Ensured policies, funding, structure, and training supported Navy Maritime Strategy. Established policies and procedures for supply chain management, contract property management.
- Aligned human resources and budget to priorities articulated in the strategic plan to ensure all outcomes across the enterprise were balanced and mutually supporting. Hire/ fire authority for 380 people on staff.

#### **22<sup>nd</sup> Naval Construction Regiment, Gulfport MS**

##### Commodore

- Led 3400 Naval Construction Force Sailors (“Seabees” - uniformed construction trades) in support of operations in 15 countries including Iraq, Djibouti, Afghanistan, Bahrain, and Kuwait, which involved intricate coordination of supported military commanders, complex logistical support networks, and widely diverse operating environments.
- Delivered fast and effective construction in support of a variety of mission goals. These projects included roadways, airfield improvements, Headquarters Operations Centers, security systems, fresh water wells, barracks, and other support facilities. Projects were all self-performed (not by contract); material value typically ranged from \$500K-\$5M.
- Lead 3400 Seabees in disaster response throughout the Gulf Coast in response to Hurricane Katrina.

#### **Atlantic Division, Naval Facilities Engineering Command**

##### Deputy Operations Officer

- Directed project management, design, and construction divisions in execution of a \$940M annual construction plan.
- Provided oversight of 50 military and civilian personnel in 8 construction field offices. Oversaw personnel development program for all officers.
- Established contract specifications for worldwide response to natural or man-made disasters and executed numerous multi-million dollar “cost-plus” contracts in support of urgent needs.

### **Officer In Charge of Construction, Yokosuka Japan**

Construction Contracting Officer / Director of Construction

- Led 20 military, civilian, and local national personnel to deliver safe, timely, cost-wise construction program at eight sites in Japan. Responsible for all aspects of personnel supervision and development.
- Oversaw construction policies/procedures for all regional construction offices. Conducted audits, inspections to confirm construction within Navy standards.
- Negotiated change orders, approved contract changes.

### **Associations**

- Adjunct Lecturer, Northwestern University. Teach classes in leadership and facilities management for the Program Management Masters Program at the McCormick School of Engineering.
- Yoga Instructor, Corepower Yoga, Bethesda MD

**Licenses:** PE (Civil), IL, License #062048497

### **Other**

- Disabled Veteran
- Secret Clearance
- Former Federal Contracting Officer, DAWIA level III certified