

## PROFESSIONAL PROFILE

Collaborative and adaptable PROGRAM LEADER with significant experience in the development and coordination of business operations and administrative policies and processes for geographically dispersed organizations in the areas of facilities management, asset management, procurement, financial management, budget execution, human capital, and information technology management. Advocate for continued partnerships that integrate efficiencies and process improvements. Develop policy and maintain compliance by linking business continuity planning and strategy execution, budgeting, and performance reporting. Apply excellent project organization and time management skills, delivering projects on time and within budget. Thorough and detail oriented, with high quality standards.

Recognized for active leadership and excellent interpersonal and communication skills. Skilled negotiator able to interact across all levels of the organization and achieve inclusion and consensus among stakeholders. Influence, motivate, and challenge others; adapt leadership style to a variety of situations. Develop talent and foster a culture of innovation. Non profit and volunteer experience across multiple organizations with emphasis on community engagement, health care, education, healthcare advancement initiatives, patient advocacy, workforce development, children advocacy and disability support services.

Master of Business Administration ♦ Master of Human Resource Management

Master's Certificate in Federal Project Management (GWCFFPM) ♦ Mediation and Conflict Resolution Certification ♦ Certified Professional Coach ♦

## PROFESSIONAL EXPERIENCE

12/2022- Present, **ASSISTANT INSPECTOR GENERAL, MANAGEMENT, EM-00**, Federal Deposit Insurance Corporation (FDIC), Office of Inspector General (OIG), Office of Management (OM). 3501 Fairfax Drive, Arlington, VA 22226

**Develop vision, goals, objectives, plans, and priorities** for the Office of Management; identify and implement methods and processes for achieving these goals through continuous process improvement. Establish and provide OIG-wide coordination, leadership, strategic planning and accountability reporting. Direct OIG reviews of proposed FDIC policies and directives to make recommendations to ensure FDIC programs are effective and efficient. Coordinates with the Office of Management and Budget, the Office of Personnel Management, the General Services Administration, and other Federal organizations.

**Leads a staff of six corporate managers and CG15 senior staff.** Builds and maintains inclusive, responsive, and constructive working relationships to foster engagement and a shared commitment to the OIG's mission, values, and goals. Motivates team members to collaborate across the organization to enhance strategic goals and innovation. Maintains a work environment free of discrimination that values diversity in perspectives and viewpoints to foster a sense of belonging. Provide performance and conduct feedback and coaching on development opportunities and succession planning. Directs and coordinates business continuity planning functions of the OIG to include human resources, budget, contracting, reviews of proposed FDIC policies, strategic planning, performance measurement, risk management and internal controls, OIG information technology, data analytics, engagement and learning and management services. Ensure that OIG work products are based on reliable evidence, sound analysis, and critical thinking.

**Coordinates and oversees OIG contracting and resolves any disputes pertaining** to OIG contracts with private companies in accordance with Corporation policies, in recognition of the OIG's unique and independent status under Section 6(a)(9) of the IG Act.

**Coordinates and oversees OIGs Diversity, Equity, Inclusion and Accessibility strategic initiatives** and implements goals and corresponding roadmap for inclusion. Partners with CIGIE diversity committee and coordinates special emphasis programs with senior advisor to the Inspector General.

**Directs the operations of an independent, full-service human resources** within the OIG to recruit, select, appoint, and employ such officers and employees to carry out the OIG's mission. Implementation of unique recruiting and modifications to the Corporation's human resource programs and related policies to meet the independent organizational mission needs of the OIG.

**Directs nationwide information technology services for OIG staff** and in support of OIG audits, evaluations, investigations, legal and support activities. Development of information technology investment planning, enterprise architecture and roadmap development linking strategic plans for the OIG; second line manager to a staff of (four) information technology experts, coordinating with senior FDIC information technology officials on issues involving OIG mission, developing, and maintaining automated systems unique to the OIG including external OIG websites, oversight of OIGs IT contracts and awards, and the OIG's information technology security program.

**Directs the OIGs Data Analytics functions and the Chief Data Analytics Officer** supporting strategic direction for data quality, data integrity and efficient data management supporting the OIG mission functions.

**Coordinates the planning, development, implementation,** operation and maintenance of integrated information and record management systems supporting various OIG activities.

**Convey the significance of OIG work** and deliver the OIG message effectively. Promote transparency to keep Congress and the American people informed about the functions and operations of the FDIC. Gather facts and information comprehensively; maintain a thorough understanding of relevant issues. Exhibit situational awareness about circumstances facing the banking sector and regulatory community, including industry trends and patterns, laws, regulations, standards, practices, policies, and procedures. Adapt to emerging trends affecting OIG goals, objectives, initiatives, and priorities.

05/2022 –12/2022, **DIRECTOR OF MANAGEMENT SERVICES**, CM-01, Federal Deposit Insurance Corporation (FDIC), Office of Inspector General (OIG), Office of Management (OM). 3501 Fairfax Drive, Arlington, VA 22226, \$178,232 annually, 40 hours per week, Supervisor Gale Stone, 443-472-2378, may contact.

**Develop vision, goals, objectives, plans, and priorities** for the Office of Management (OM); identify and implement methods and processes for achieving these goals. Establish and provide OIG-wide coordination, leadership, and management of risk management and internal controls; strategic planning; and accountability reporting. Direct OIG reviews of proposed FDIC policies and directives to analyze complex information and make recommendations to ensure FDIC programs are effective and efficient and to prevent fraud, waste, and abuse of the programs, including reconciliation of sometimes conflicting views within the OIG.

**Formulate and draft reports, policies, and procedures** on all matters related to OIG appropriated and corporate budgets; this often entails developing unique policies and internal controls for spending and accounting because the OIG is the only appropriated entity within the FDIC pursuant to Section 1105(a) of title 31, U.S. Code, as a measure to ensure the OIG's independence. Write Congressional testimony and related documents supporting the OIG's annual appropriation requests. Interact with Congressional staff and participate as a witness at Congressional hearings regarding the appropriation request.

**Lead a staff of five**, including oversight of outside contractors performing portions of the work. Foster a work environment free of discrimination that values diversity in perspectives to foster inclusion. Provide performance feedback and follow up and developmental opportunities. Review and edit the work of others to create clear, compelling, thorough, and precise documents accessible to all readers. Ensure that OIG work products are based on reliable evidence, sound analysis, and critical thinking.

**Convey the significance of OIG work** and deliver the OIG message effectively. Promote transparency to keep

Congress and the American people informed about the functions and operations of the FDIC. Gather facts and information comprehensively; maintain a thorough understanding of relevant issues. Exhibit situational awareness about circumstances facing the banking sector and regulatory community, including industry trends and patterns, laws, regulations, standards, practices, policies and procedures. Adapt to emerging trends affecting OIG goals, objectives, initiatives and priorities.

**Serve as an expert resource and advisor** for the Inspector General and OIG staff on policy matters that impact the work of the office. Provide information and training for staff on policy issues and current affairs. Research and prepare talking points and speeches for the Inspector General. Make recommendations to executive leadership on all management services; budget and contract issues; policies and procedures.

09/2021 – 05/2022, **DEPUTY ASSISTANT INSPECTOR GENERAL, MANAGEMENT**, GS-15-0343, Department of Education, Office of Inspector General (OIG), Washington, DC 20536, \$168,150 annually, 40 hours per week, Sandra Bruce,

**Served as key advisor to the Assistant Inspector General for Management**, providing technical advice and general management for the Office of Inspector General (OIG). Directed, managed, and provided day to day oversight of business and administrative operations and OIG resources. Coordinated business operations with Office of Management and Budget (OMB); Department of Education (DOE); General Services Administration (GSA); and Council of the Inspectors General on Integrity and Efficiency (CIGIE).

**Directed human capital management**; physical and personnel security; continuity of operations; facilities management; records management; diversity, equity, inclusion and accessibility (DEIA) enterprise strategy and committee and oversight of training and development for 237 employees. Oversaw and actively managed a \$62M annual budget appropriation and led procurement functions. Directed and coordinated formulation and issuance of policies, procedures, strategic planning, and standard of operations. Stayed current with external directives and Departmental program and management changes that affected operations and policies.

10/2019 – 09/2021, **CHIEF**, GS-15-0343, U.S. Immigration and Customs Enforcement (ICE), Homeland Security Investigations (HSI), Washington, DC 20536

**Directed real property and asset management functions** supporting 283 Domestic and Intelligence offices and 65 International posts. Reviewed construction and furniture design drawings, physical and personnel security, and information technology project documents. Confirmed projects included space reductions, using workplace transformation initiatives, and maintained project oversight. Guided oversight of annual facility safety inspections and ensured OSHA record keeping requirements by maintaining a record of serious work-related injuries and illnesses. Supervised 20 facilities and mission support staff providing critical business continuity planning and strategy execution for geographically dispersed staff, providing mentorship and professional coaching. Facilitated formal training and created standard operating procedures for domestic facilities, asset management, and administrative support services.

**Formulated Homeland Security Investigation's (HSI's) \$35M** annual facility, furniture, fixtures, and equipment budget. Ensured timely execution and obligation of funding to the GSA and ICE Office of Acquisition. Estimated costs for various initiatives; tracked milestones, expenditures, and project metrics. Evaluated effectiveness of resource utilization and results accomplishment.

**Represented the ICE Office of Facilities as an Emergency Relocation Group member** in continuity of operations planning; served as a Federal Emergency Response Official providing support and coordination to ICE programs in the event of an emergency.

#### *KEY ACCOMPLISHMENTS*

- Organized and planned the coordination of Personal Protective Equipment for HSI agents and operators; partnered with Department of Homeland Security (DHS); ICE Office of Acquisition; and local and national vendors to acquire \$5M of equipment and supplies during the COVID-19 pandemic.

- Improved efficiency to HSI workspace by implementing a space solution enabling a 25% occupancy efficiency and reducing the overall footprint. Decision maker representing HSI on the ICE workplace transformation initiative task force, with agency-wide impact for 22,000+ staff.
- Developed a strategic plan and directed the project team in spearheading a \$2M facility and physical security project for the 2020 DHS Center for Countering Human Trafficking.
- Procured and shipped \$18M of armored vehicles and information technology (IT) equipment to 65+ international posts through strategic networks and partnership with Department of State (DOS) and the Bureau of Diplomatic Security; partnered with DOS and the Overseas Building Operations to integrate facility requirements. Awarded the DHS Procurement Innovation Award for armored vehicles procurements.
- Orchestrated a nationwide procurement of ductless fume hoods for agent safety to ensure controlled substances were safeguarded in a manner consistent occupant emergency plans; partnered with a national vendor to conduct training on equipment functionality and safety procedures.
- Developed strategic deployment plan and partnered with leadership from Chief Information Office to replace old devices with upgraded 5G/6G laptop devices; served as Contract Officers Representative (COR) on the \$4M procurement action that resulted in enhanced connectivity and more secure information sharing.
- Designed and executed a \$26M strategic fleet management plan that procured 1300 aged replacement vehicles with over 8 years/80k miles for HSI Domestic and Intel operators.

05/2016 - 10/2019, **CHIEF OF STAFF**, GS-15-0301, U.S. Immigration and Customs Enforcement, Office of Asset and Facilities Management, Washington, DC 20536

**Principal advisor to the Chief Asset and Facilities Management Officer.** Promoted cost-effective business processes and maintained fiscal oversight; reviewed salaries and benefits, human capital initiatives and resources, travel, service contracts, and requisitions for an annual operating budget of \$24M. Executed the development of organizational workforce goals, facilities management, administrative policies, long-range staffing allocation plans, personnel actions, diversity, equity, and inclusion initiatives, and training and resource management for 125 federal and 75 contract employees geographically dispersed throughout the country.

**Successfully composed the five-year facility strategic plan** for a complex, multi-site and diverse portfolio which included 550 occupancy agreements with the General Services Administration covering 8.7 million square feet; 320 direct leases for structures; 400 owned buildings at 18 campuses which serve over 22,000 ICE employees nationwide. Formulated, justified, and executed the agency's shared service requirements to OMB and DHS, including \$84M for fleet; \$315M for rent; \$45M for leased tenant improvements; \$15M in operation & maintenance for owned facilities; \$7M for overtime utilities; \$5M for direct leasing; \$20M for furniture/equipment and \$15M for deferred maintenance.

**Chaired technical evaluation panels** for operation and maintenance, environmental services, print management, transportation, fitness, and administrative service procurement actions to ensure complete, fair, and impartial evaluation of all proposals; served as Level III COR on various procurements totaling \$18M. Created the ICE facilities policy for procurement, construction, and improvement (PC&I) funding to facilitate project execution across ICE based on new and revised congressional legislation. Partnered with U.S. Army Corps of Engineers (USACE) for owned real property capital construction and deferred maintenance projects. Developed rapport and awareness with ICE stakeholders, USACE, GSA and staff to ensure smooth workflow and timely execution of appropriated PC&I funding.

**Formed a working group with senior leaders** from the ICE Office of Facilities Management, the Office of the Chief Information Officer, and the Office of Acquisitions to ensure information technology and furniture/equipment requirements were factored into the strategic facility plan. Partnered with senior leaders from the GSA to engage diverse resources and establish regional facility working groups. These groups included working sessions with GSA Client Executives to resolve facility project delays, occupancy agreements/lease concerns, reimbursable work authorization processes, and customer service issues. Prepared

and finalized responses to principal correspondence concerning ICE facilities and fleet.

**Oversaw the work of a geographically dispersed workforce of 125 federal and 75 contract staff**, comprised of architects, engineers, space management specialists, mission support specialists, financial management specialists, and program managers. Adeptly assigned project managers to tasks based on their technical strengths and proven ability to lead people. Directed space management specialists in the review and oversight of construction drawings, furniture designs, physical security, and information technology statement of work documents. Partnered with GSA stakeholders to build awareness and ensure timely project coordination and resolution of space issues for ICE agents, internal investigators, attorneys, and administrative staff. Established a real property investment review board to identify ICE facility priorities and provide real-time metrics and “what-if” capabilities to assess the impact of multiple priorities and target budget scenarios.

#### *KEY ACCOMPLISHMENTS*

- Implemented an organizational print management strategy reducing annual maintenance costs and printing supplies by 30% annually; awarded the DHS Sustainable Practices Award for this innovation.
- Acted as Project Manager for facility condition assessment of 130 ICE facilities across the country; this effort resulted in identification and remediation of safety and facility deficiencies and integration of mitigations into the 5-year strategic facilities plan.
- Directed implementation of the first Energy Savings Performance Contract (ESPC)—valued at \$5.4M—to reduce water consumption by 13% and electricity by 9% at ICE owned facilities.
- Led an organizational restructuring, creating the Safety and Sustainability division and Fleet Unit to improve customer relationship management and stakeholder collaboration; this shift resulted in a 100% completion rate of DHS mandated environmental compliance audits and more efficient ECOMP-OSHA record keeping.
- Facilitated quarterly town hall meetings, providing staff the opportunity to communicate with senior leadership and hear first-hand the objectives of each business unit; dependencies to the strategic plan; and unit achievements, providing staff a greater understanding of the organization and peer accomplishments. Redeveloped the rewards and recognition program and increased the annual budget of awards by 20% to recognize and reward more staff on a quarterly basis; recognized awardees during the town hall meetings, greatly improving morale.

06/2010 – 05/2016, **SUPERVISORY BRANCH CHIEF**, GS-14-0343, U.S. General Services Administration (GSA), Facilities Management and Services Programs Division, Washington, DC 20407

**Led Facilities Management for the National Capital Region**, which maintains the largest owned and leased portfolio throughout the GSA, consisting of 100M square feet—a third of GSA’s portfolio. Performed administrative oversight and directed staff in procurement for building operations and maintenance; pest control; minor repair and renovation; custodial services; landscaping; vertical transportation; and sustainability resources. Partnered with the regional capital planning and the small projects teams to prioritize remediation projects utilizing GSA federal building funding.

**Led 120 federal professional staff representing eight regional and national program areas** including fire and life safety; childcare; operations and maintenance; vertical transportation; reimbursable work authorizations; energy and sustainability; concessions; and owned building delegations. Developed new facility management policies based on regulatory and legislative changes. Regional policy manager for reimbursable work authorizations (RWAs). Managed employee performance through eight subordinate supervisors, including

evaluating employee readiness for successive roles; recognizing accomplishments, providing feedback and development opportunities, and addressing performance and conduct issues.

**Directed a programmatic audit team in assessing federal building compliance** based on guiding principles of budget; financial management; accessibility; lease management; custodial; operation and maintenance; energy; sustainability; fire and life safety; continuity of operations; and historic preservation, resulting in

development of internal controls and corrective action plans. Partnered with fire and life safety chief and served as member on the fire protection after-action team for General Service Administration (GSA) owned facilities.

**Collaborated with regional facility management staff** to identify cost-effective custodial products and services that could save the most revenue. Analyzed custodial service tickets from the regional computerized maintenance management system (CMMS) to develop Tableau reports using new data sets to identify trends and correlations.

**Maximized human capital principles** to improve training and development and standardize workforce management practices through succession planning and diversity management. Recruited and interviewed diverse candidates fairly and equitably leveraging diverse perspectives. Led the training and deployment team in conducting Electronic Project Management (ePM) system trainings where project teams had the opportunity to input data into the system in a collaborative environment; onsite training classes also offered one on one desk side support for those who required more hands-on assistance.

### *KEY ACCOMPLISHMENTS*

- Redesigned the Special Programs Unit for improved customer responsiveness; directed the Regional Sustainability Program to facilitate enhanced recycling, composting, storm water management, automatic lighting controls, and green cleaning cost saving initiatives.
- Recovered \$1.5M+ of expired funding by partnering with DHS components to resolve outstanding reimbursable obligations.
- Developed a customized strategic training plan for implementation of the new Electronic Project Management (ePM) system. Pioneered a service center roadshow for over 400 project managers and facility management staff to promote and train on system functionality; drove training implementation and system deployment in just 6 months.
- Instituted an internal control that identified and provided a remedy for misappropriation of travel funds; reviewed OIG audit reports and implemented corrective actions.
- Consolidated 16 custodial contracts into five awards, resulting in annual savings of \$2M for regional facility management operations, a 10% annual cost savings.

## **VOLUNTEER AND BOARD EXPERIENCE**

**Vice President**, Guilford Elementary Parent Teacher Association

**Member**, George Washington University Hospital Women's Board

**Member**, Patuxent Valley Middle School Parent Teacher Student Association

**Court Appointed Service Advocate**, Howard County Voices for Children

**Fulton County Office of Workforce Development**

## **EDUCATION**

**Master of Business Administration; Master of Human Resource Management**, Keller Graduate School of Management

**Bachelor of Arts in Political Science**, North Carolina Central University

## **AWARDS AND RECOGNITION**

DHS Management and Administration Customer Service Excellence Award ♦ DHS Sustainable Practices Award