

It's funny where life takes you. I did not start out desiring to be immersed in technology. My plan was to be an architect, doing architecture and urban design. In fact, I did that and became registered as an Architect. Somewhere in this, I caught the attention of the US Department of State and became a Foreign Service Officer where I received the Secretary's Commendation for the notable achievement of reopening our Embassy in Havana, Cuba. That was great until I got married and my wife did not want to deliver our first child in a hospital with geckos on the walls.

Moving fast forward, I recently completed a Federal Government career serving as Deputy Director of State programs deploying over \$11.5 billion in the clean energy space. Some achievements included the Federal Rule allowing the use of single-family Recovery Act funds for the U.S. Treasury Low Income Tax Credit Housing and HUD multi-family housing markets; establishment of a \$800 million revolving loan funds in states; and a risk-based oversight strategy resulting in minimal losses to taxpayer funds from fraud and waste. As the corporate CIO, I formulated policy direction for information technology, oversight, and EERE business management and national laboratory performance issues. During this time, as Chair of the Secretary's newly-formed High Performance Sustainable Buildings initiative, I created enduring DOE policy for all new buildings to be constructed to the Leadership in Energy and Environmental Design (LEED) Gold standard as well as securing funding for two LEED Platinum laboratory facilities at the National Renewable Energy Laboratory by ensuring support through the budget process and testifying before the Congress. It is a high water mark in the US Government which still stands.

For five years, I was the national program manager of Rebuild America, a network of state, community, and business partnerships focused on energy efficiency and energy technology projects in buildings and infrastructure. During my management, partnerships were involved in 2 billion square feet of projects, \$500 million annual savings and over \$3.0 billion in energy-efficiency investments. To put this in perspective, that was the equivalent of 10% of all commercial space in the United States. To accomplish this, I created a world-class Internet system with opting-in, tracking and handling a variety of workflow activities, aggregating and directing responses to requests for technical assistance and workshops, and facilitating interaction among over 3,000 communities and individuals, 250 business entities and 25 strategic non-government organizations (NGOs). The Rebuild America system was validated in a DOE/KPMG Peat-Marwick study as "best in class" for the Department.

I've served under six American presidents, and during this time, I was responsible for major policy and regulatory initiatives at the Department of Energy, Department of Defense and Department of State in various capacities as acquisition executive, program director, strategic policy manager, warranted contracting officer, construction manager, Chief Information Officer and Foreign Service Officer. Early on, with the Department of Defense, Navy, I was lead Program Manager responsible for construction of the East Coast Kings Bay TRIODNET nuclear submarine base and Kings Bay, GA, for which I was the recipient of the Navy Unit Commendation by the Secretary of the Navy, citing the record on-time, on-budget completion of that base, and for managing over \$1.7 billion in acquisitions and applying innovative solutions to maintain acquisition schedules.

It is a tremendous honor to be named CIO of the month – you may be expecting words of wisdom in this piece. I have discovered, as have many others, that everything you have done up to this point in time counts for about 10%; what lies ahead is the remaining 90%. That's true if you are starting out, but still

applies when you have decades of experience and successes and failures that constitute the body of both cheap and expensive lessons.

Technology is not its own motivation and reward. We use technology and its products and services for the betterment of the human condition. And if you can make some money along the way, that's a good thing as well. I've seen when the CIO is integral member of the decision-making body and is operational at the C-level, the benefit from bringing appropriate decisional data and analytics will result in better guidance and course changes for the total effort. It helps when you can help identify a path forward for the corporate body as a whole.

It has been said that when you accumulate a bunch of experience, that you do stuff that gives back. I was re-elected to the City Council, City of Falls Church, Virginia, in November 2013 for a four-year term, I serve on a number of regional organizations and currently Chair the Chesapeake Bay and Water Quality Policy Committee of Washington DC Metropolitan Area Council of Governments (which include 29 Jurisdictions in Maryland, Virginia and the District) I also regularly lecture on sustainability strategies and am a consultant to businesses, organizations, and government. It is a great life – I've been really lucky and it's been a lot of fun along the way.

The whole nine yards seems like a football expression, but is it not. It is an illustration of decisional information in play. When we built one of the major pieces of infrastructure at Kings Bay, we looked at the window of viability for concrete transit mix trucks waiting their turn to pour concrete for the SSBN dry-dock. Based on analysis of information, we concluded that it would not be possible for a train of concrete transit mixers – each with their whole nine yards of concrete – to wait in line to pour their concrete without exceeding the time for viability of the mix. Instead, the solution we picked was to have a batch plant erected on site, eliminating the time delay. Good luck with finding your solutions.