**Problem Solving/Team Building/Risk Management**

* Developed a staffing model used to predict vacancies and minimize loss of program effectiveness.
* Developed profession relationships with participants in the Texas bingo industry. This was extremely beneficial after the legislature passed revised bingo accounting statutes that significantly changed accounting procedures.
* Built and nurtured Texas Workforce Commission’s (TWC) Risk and Security Management team. Result: Effectively combined diverse skill sets into a high functioning team.
* Worked across the division to create a comprehensive security program for IRS data and personally identifiable data being held by TWC. Result: Comprehensive data protection plan approved by the IRS.
* Developed and nurtured cooperative international information-sharing relationships. Result: Landmark cooperation on counternarcotics interdictions with Mexico supporting US goals and initiatives, resolving issues and accomplished what was unattainable for the past 15 years.

**Strategic Planning**

* Reviewed and evaluated proposed legislation and its effects on the charitable bingo program, both immediate and for the future.
* Led Texas Ranger Boat planning, from the development of standard operating procedures to refinement for tactical use. Result: Rangers receiving training from US Coast Guard on small boats.
* As Group Commander and Air Station Executive Officer, developed, reviewed and assessed major command first-ever business plan, respectively. Result: Increase in efficiency and effectiveness in mission accomplishment while training subordinates to be better leaders and planners.

**Work History**

**Management Analysist, Depart of Family Protective Services, Adult Protective Services, Austin, TX (5/2020 – Present)**

Analyzes work problems identified by data analysis and makes recommendations for program improvement. Develops and monitors solutions to organizational issues as directed by the Performance Manager. Contributes to the successful management of the APS program through the analysis of policy and data. Creates periodic reports for upper management use and forwarding to state government elected officials. Drafted and created data analyses and models for executive staff use. Analyses included the effectiveness of online training versus in person training of case workers and quality of case investigations. Models included staffing model addressing vacancies and proposed hiring. Provided predictive analyses for various key measures.

**Director, Charitable Bingo Operations Division, Texas Lottery Commission, Austin, TX (7/2018 – 2/2020)**

Led and managed the Charitable Bingo Operations Division of the Texas Lottery Commission. Responsible for all aspects of licensed bingo activities and assisting charities in their navigation of the myriad requirements to conduct charitable bingo fairly and legally in Texas, which allows charities to fund their charitable purposes. The Charitable Bingo Operations Division provides the strict control and close supervision of bingo through education and audits. The division consists of the Licensing, Accounting, Compliance, Education, and Audit departments.

Worked directly for the commissioners. Responsibilities include strategic, operational and tactical planning, developing strategies, creation of measures and metrics for division evaluation and feedback, using results to implement the division, and Texas Lottery Commission's goals and objectives.

**Director, Risk and Security Management (RSM), Texas Workforce Commission, Austin, TX (9/2014 – 7/2018)**

Provided TWC customers and employees a safe, secure and professional business environment through a program of robust Risk Management (including state-wide security and incident response), Business Continuity, Security and Emergency Response Plans and resources; Safety Services, privacy governance program, budget creation (operations and personnel), management, tracking, and implementation.

Responsibilities included strategic, operational and tactical planning, developing strategies, staff training, creation of measures and metrics for program(s) evaluation and feedback, using results to implement department, division, and Texas Workforce Commission's goals and objectives.

Required to analyze situations, evaluate risk and priorities, and make decisions under stressful, time-limited situations. Decisions made are followed up with written reports documenting situations and decisions.

Additional responsibilities included maintaining the security of 100+ offices worth over $31MM located throughout the state. Oversaw the RSM department. Led a complex privacy governance program dealing with personally identifiable information (PII), federal tax information (FTI), education information (FERPA), personal health information (PHI), and agency sensitive information. Recruited, employed and managed a diverse staff to effectively and efficiently assist the organization. Established and maintained effective relationships with all levels of staff, from Workforce Commissioners to junior support staff, along with external stakeholders and other government entities. Responsible for contract management oversight of over 300 data exchange contracts.

Effectively used all tools available, including process improvement/analysis tools, such as Rapid Process Improvement, Throughput Operating System analysis and Total Quality Management techniques.

**Adjunct Professor, St. Edward's University, Austin, TX (1/2015 – present)**

Instruct core required computer science classes to freshmen through seniors. Responsible for curriculum development and refinement. Topics include the use of the computer as a tool for problem-solving and quantitative reasoning in a variety of disciplines; introduction to computer programming, Internet resources and tools, including browsers, searching, and web page design and construction; network basics; personal online safety and social issues involved with the use and misuse of computers; an introduction to web-oriented programming; the history, development and application of information-processing systems, including an overview of the need for and roles of computer information systems in business. Excel, Access, HTML, and Python are used to develop student projects.

**Adjunct Professor, University of Phoenix, Austin, TX (1/2012 – present)**

Instruct and facilitate courses in mathematics, statistics, and those courses related to rhetoric, critical thinking and creative problem-solving. Topics include focusing on the business uses of mathematics and statistics, developing the critical and creative thinking skills necessary to analyze and solve problems, make decisions, implement strategies, and formulate well-supported points of view on key academic, social, and professional issues.

**Lead Faculty, University of Phoenix, TX (9/2016 – 8/2017)**

Taught, assessed faculty, performed classroom performance reviews, mentoring, content interviews, meetings, faculty certification and training, consultation, faculty governance meetings, and student advisement. Assigned content areas in the College of Humanities and Sciences: Mathematics, Communication, English.

**Director, Infrastructure Services & Risk Management, Texas Workforce Commission, Austin, TX (7/2011 – 8/2014)**

Responsibilities included strategic, operational and tactical planning, developing strategies, staff training, creation of measures and metrics for program evaluation and feedback, using results to implement department, division, and Texas Workforce Commission's goals and objectives.

Tools included practicing Rapid Process Improvement, analyzing Throughput Operating System, and other process improvement and analysis tools.

Provided TWC customers and employees a safe, secure and professional business environment through a program of preventive and restorative maintenance; facilities contract management; robust Business Continuity and Emergency Response Plans; and voice telecommunications systems that meet customer and employee needs. Responsible for Facility Planning, Contract Management, and Maintenance; Headquarters Services; Infrastructure Support & Safety Services, Complex Security, Safety Officer, Safety & Health Committee, Risk Management, Business Continuity Program Resources, budget creation (operations and personnel), management, tracking, and implementation.

Required to analyze situations, evaluate risk and priorities, and make decisions under stressful, time-limited situations. Decisions made are followed up with written reports documenting situations and decisions. Developed, maintained and was responsible for 400K square feet of multiuse buildings worth over $31MM and approximately $1MM budget. Oversees 19 contracts ranging from elevators to fire suppression systems to security.

**Senior Analyst, Abrams Learning & Information Systems, Inc., Austin, TX (01/2010 – 12/2010)**

Requirements, Concepts, and Plans Officer, in the Texas Rangers’ Border Security Operations Center (BSOC). Member of high-performance teams of senior-level advisers responsible for providing accurate and timely high-level analyses, development, review, and assessment of current and proposed strategies and options, while providing on-site support as required. Spearheaded, worked side-by-side with DPS counterparts in the drafting and revision of the Strategic Plan, included measures and metrics used to assess DPS efforts and success, as well as for the biannual budgeting process. Applied extensive maritime and law enforcement experience to assist the Texas Rangers in the implementation and operational use of their newly acquired small boat. Involved in all aspects of boat operations, from mission definition and refinement, gap analysis, policy guidance, training requirements, and manual development. Results: Delivered completely revised finished DPS Strategic Plan ahead of schedule.

**US Coast Guard Attaché, US Embassy Mexico City, Mexico – DAO (05/2007 – 06/2009)**

Senior US Coast Guard representative in Mexico. Provided Ambassador and other embassy staff insight, military-political observations, developments, and trends into Mexican military and civilian affairs. Coordinated and facilitated operations and interaction between U.S. Coast Guard, Department of Defense and Embassy sections with military and civilian departments of the Government of Mexico regarding counter-narcotics, illegal immigration, port security, infrastructure protection, search and rescue, and environmental protection. Routinely worked with western hemisphere military representatives. Required developing professional relationships with all domestic and foreign stakeholders. Extensive travel throughout Mexico. Results: Unparalleled cooperation between the US Coast Guard and the Mexican Navy, Secretariat of Communications and Transportation, and Secretariat of Foreign Relations.

**Group Commander, US Coast Guard Group / Air Station Astoria, OR (06/2003 - 07/2006)**

Led and executed all U.S. Coast Guard missions in the area of responsibility along the Washington and Oregon coasts. This included all aspects of aviation and maritime operations, including mission training, planning (long-term, emergency, and exercise), logistics, medical, infrastructure, budget and personnel support for over 300 Coastguardsmen and families at a multi-unit Coast Guard command in the Pacific Northwest ($3+MM budget, $.5B infrastructure, helicopters, and boats). Ensured the safety, security, environmental protection and efficient flow of commerce affecting a multibillion-dollar maritime transportation system, over 7-million-ton grain export, 1000+ foreign vessel arrivals, 40+ cruise passengers, 290K recreational boats, 2K commercial fishing vessels, and numerous Maritime Transportation Safety Act facilities. Support infrastructure included a medical clinic and 160 housing units. The Group also provided operational, logistical, and administrative support to two Astoria-based medium endurance cutters, a 225’ buoy tender also home-ported in Astoria, the National Motor Lifeboat School, the Advanced Helicopter Rescue School, and local National Guard units (800+ personnel). Coordinated operations and exercises with local, county and state authorities. Helicopter Pilot, Aircraft Commander HH-60J Jayhawk. Results: Successful accomplishment of Coast Guard missions, lives saved. First mass casualty exercise involving local, county, and state responders and volunteers from Oregon and Washington.

**Executive Officer, US Coast Guard Air Station Barbers Point, HI (6/1999 - 07/2002)**

Managed the day-to-day operations, administration, and multimillion-dollar budget of a large US Coast Guard Air Station. Provided support for over 200 Coastguardsmen and their families. Air station assigned to protect 12.2 million square miles of open ocean, atolls, and island nations with long-range patrol and logistical support capabilities, as well as quick and versatile  
search and rescue response. Additionally, responsible for a military dining facility and all-hands club/recreation facility. Helicopter pilot, Aircraft Commander HH-65A Dolphin. Results: Created the first unit business plan. Successful accomplishment of Coast Guard missions, lives saved. The unit received a readiness award. All hands club profitable providing financial support to morale, welfare, and recreational events for air station personnel and guests.

**Chief, Migrant Interdiction & General Law Enforcement Division, US Coast Guard Office of Law Enforcement, Washington, DC (6/15/1995 - 05/31/1999)**

Developed and maintained the policy of the US Coast Guard's migrant interdiction and general law enforcement programs. Responsible 24x7 for presenting current operations for interagency concurrence on maritime migration operations that had international consequences. Developed comprehensive policy, procedures, metrics, and budgets for Coast Guard-wide interdiction programs. US Coast Guard representative to the US interagency for all maritime migration issues and for Great Lake issues with Canada. This included sensitive and problematic immigration issues concerning Cuban, Haitian, Chinese and Dominican migrant interdiction. Results: First set of Coast Guard-wide accepted metrics for success, increased maritime migrant interdictions.

**Education/Degree**

* Syracuse University. Master of Science Applied Data Science. Graduating May 2022
* Webster University. May 2000 / Master of Arts - Computer Resources and Information Management
* Joint Military Attaché School, Defense Intelligence Agency. May 2007
* Defense Language Institute – Spanish. December 2006
* The Senior Seminar, Department of State’s Senior Service School. Aug 2002 – May 2003
* Incident Command System Training, Professional Continuity Practitioner
* US Navy Flight School. July 1984 / Designated US Coast Guard Aviator/Helicopter Pilot
* US Coast Guard Academy. May 1981 / Bachelor of Science – Mathematics

**Other**

* Mobile Loaves and Fishes. Volunteer. Deliver meals to those in need. Jan 2010 – present
* Rotary Club of Astoria, OR. Member. Nov 2003 – Jun2006.
* United Way of Clatsop County, Board Member. Nov 2003 – Jul 2006.
* Federal Executive Board, Portland, OR. Member. Sep 2003 - Jun 2006.
* Charles County Foster Care Review Board 1997-1999. Board reviews plans and decisions for Charles County children in foster care.