

# Norman S. Dong

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## EXPERIENCE

### **2017-Present** FD Stonewater, Arlington VA

#### *Managing Director*

Manage public sector outreach and provide subject matter expertise at a real estate services firm focused on Federal leasing and development. Lead efforts to expand company development practice into the state and local government marketplace.

### **2014-2017** General Services Administration, Public Buildings Service, Washington DC

#### *Commissioner*

Led nationwide asset management, design, construction, leasing, building management, and disposal of almost 374 million square feet of government-owned and leased space across all 50 states, six U.S. territories and the District of Columbia.

- Oversaw multi-billion dollar capital program supporting new construction and major renovation of Federal courthouses, land ports of entry, and Federal office complexes.
- Managed effort to reduce the Federal real estate footprint and consolidate agencies from leased space into Federally-owned space, resulting in annual savings of more than \$100 million.
- Strengthened management controls to promote greater competition in GSA leasing, which resulted in 71 percent of lease transactions that outperformed the market in FY2016.
- Developed portfolio management strategy to identify more productive use for underutilized GSA properties. Recent property disposals and exchanges will yield more than \$1 billion in value to the Federal government while supporting local urban development objectives.
- Provided testimony in Congressional hearings focused on Federal efforts to improve real property management.

### **2012-2014** Executive Office of the President, Office of Management and Budget, Washington DC

#### *Deputy Controller*

Managed the Office of Federal Financial Management and coordinated policy reforms to improve real property management, agency financial reporting, financial information systems, improper payments, grants management, and spending transparency.

- Issued OMB's Freeze the Footprint guidance that initiated the government-wide effort to reduce Federal office and warehouse space by strengthening agency management of real property.
- Led the effort to reform Federal grants management by consolidating eight OMB circulars into a single guidance document that streamlined administrative requirements and increased emphasis on grantee performance.
- Issued OMB Memorandum *M-13-08: Improving Financial Systems Through Shared Services* as part of a government-wide effort to improve cost, quality, and performance of Federal financial systems by focusing resources on fewer, more standardized solutions.
- Began serving as Interim Controller in May 2013

- 2008-2012**     **FEMA, U.S. Department of Homeland Security, Washington DC**  
*Chief Financial Officer*  
Served as principal financial advisor to the Administrator and managed Agency budget and financial management functions.
- Led Agency-wide effort to link annual budgets, operating plans, and performance measures. Launched internal budget review process to increase transparency on agency spending and to identify options for realigning existing resources to fund emerging requirements and priorities.
  - Successfully addressed the FEMA structural pay shortfall of \$100M in the FY2010 budget process. Conducted an Agency-wide reconciliation of staff positions to establish a single, accurate manpower database for FEMA and strengthened management controls over the FEMA hiring process.
  - Successfully managed the Agency's efforts to avoid depletion of the Disaster Relief Fund to maintain funding for critical disaster response and recovery requirements.
- 2003-2008**     **ACS State and Local Solutions, Inc., Washington DC**  
Served in a general manager capacity in a Fortune 500 business processing and technology outsourcing company. Focused on improving distressed business units, with increasing levels of P&L responsibility.
- 2005-2008     *Vice President, ACS Public Safety Solutions*  
Managed a \$150M business unit offering parking management, photo enforcement, and EMS billing and collection services to more than 75 local government clients including Los Angeles, Philadelphia, Boston, San Francisco, Dallas, Houston, Atlanta, and Washington DC.
- Achieved contract renewal rate of more than 90 percent. Expanded base business with new contract wins representing more than \$20M in revenue.
  - Improved net income by 7.5 percent through operational consolidation, subcontractor renegotiations, and other cost-savings measures.
- 2004-2005     *Vice President/Managing Director, ACS Government Records Management*  
Directed an \$85M business unit offering land records systems, title data, and document conversion services to more than 500 government and commercial clients.
- Strengthened a business unit struggling with customer service problems, internal capacity constraints, poor financial performance, and a lack of strategic direction.
  - Successfully blocked an effort by a major competitor to pirate ACS employees, technology, and customer base.
- 2003-2004     *Vice President/Chief Operating Officer, ACS Finance and Revenue Solutions*  
Oversaw the operations of a \$78M business providing unclaimed property and tax compliance solutions to state and local governments.
- Launched new service offerings focused on corporate income tax compliance and collections of delinquent personal income taxes.
  - Coordinated the acquisition of two separate companies that expanded service offerings and increased revenue by more than 50 percent.

- 2001-2002**     **Governmentum Partners, LLC, Washington DC**  
*Managing Principal*  
One of three founding partners of a consulting practice that provided strategic and organizational development support for public sector organizations.
- Managed a Federal inter-agency effort to develop system requirements for the new Automated Commercial Environment (ACE) system for the U.S. Customs Service.
  - Firm acquired by ACS State and Local Solutions in February 2003.
- 1996-2000**     **Government of the District of Columbia, Washington DC**  
Served in various leadership roles focused on the financial and operational recovery of the District of Columbia government.
- 1999-2000*     *City Administrator/Deputy Mayor for Operations*  
Principal member of Mayor Anthony Williams' management team focused on improving District government operations
- Managed core operating functions of the District government, including the Departments of Public Works, Transportation, Motor Vehicles, Procurement, Personnel, Property Management, and Technology.
  - Led effort to demonstrate visible service improvements including the launch of a citywide call center, a streamlined process for building permits and inspections, and a significant reduction in DMV wait time.
  - Improved strategic planning process within the District government by linking agency performance with the annual budget cycle. Developed scorecard program to allow public tracking and assessment of agency progress.
  - Served as member of the Redevelopment Land Agency Board of Directors, which focused on the revitalization and redevelopment of District neighborhoods including Columbia Heights and the Southwest Waterfront.
- 1998-1999*     *Director, Office of Grants Management and Development*  
Managed District agency charged with maximizing and protecting Federal and private grant dollars received by the DC government.
- Introduced first system for identifying and tracking grant opportunities. Doubled the amount of competitive grants awarded in the first year of implementation.
  - Established a risk assessment system to identify unspent grant funds and resolve program implementation issues.
  - Led the effort to increase funding for Medicaid, Child Support, and other Federal entitlement programs through more effective claims management.
- 1996-1998*     *Chief of Staff, Office of the Chief Financial Officer*  
Directed core team working with CFO Anthony A. Williams to establish an independent financial organization and restore financial integrity and fiscal responsibility to the District government.
- 1994-1996**     **U.S. Department of Housing and Urban Development, Washington DC**  
*Special Assistant, Office of Policy Development and Research*  
Provided analytical support and project coordination for major policy initiatives and directed the US national preparations for the Second Global Conference on Human Settlements (Habitat II).

**1992-1993**     **Office of the State Comptroller, Hartford, Connecticut**  
*Executive Assistant for Finance and Accounting*  
Served as State Comptroller's principal analyst for financial management issues.

**1988-1990**     **ZS Associates, Evanston, Illinois**  
*Senior Analyst*  
Provided analytical support to a consulting firm helping pharmaceutical clients address issues of sales force strategy and deployment.

## **EDUCATION**

**John F. Kennedy School of Government, Harvard University, Cambridge, Massachusetts**  
Master's in Public Policy, 1993.

**Yale University, New Haven, Connecticut**  
Bachelor of Arts in history, 1988, Cum Laude.

## **PRESENTATIONS, HONORS AND AWARDS**

Frequent speaker at major industry association conferences, including National Federal Development Association, Construction Management Association of America, American Institute of Architects, and Association of Government Accountants.

Fellow, National Academy of Public Administration

Federal 100 Award Winner, 2014