



**Click a Bookmark Below to See  
Our Speakers and Their Biographies**

<b>Monday, July 24th</b>	<b>Tuesday, July 25th</b>
<a href="#"><u>Executive Welcome</u></a>	<a href="#"><u>PBS Welcome</u></a>
<a href="#"><u>We're All In This Together</u></a>	<a href="#"><u>Portfolio Planning and Investment</u></a>
<a href="#"><u>Overview of Workplace Offerings</u></a>	<a href="#"><u>OASIS Update</u></a>
<a href="#"><u>Tomorrow's Program Overview</u></a>	<a href="#"><u>Workplaces for Humans</u></a>
	<a href="#"><u>It's Easy Being Green</u></a>
	<a href="#"><u>Tech Talk! - Collaboration Tools</u></a>
	<a href="#"><u>Building the Table - A DEIA Panel</u></a>
	<a href="#"><u>Tech Talk! - Smart Buildings</u></a>
	<a href="#"><u>Workplace Offering - Fast Track Space</u></a>
	<a href="#"><u>Forum Closing</u></a>

**MONDAY, JULY 24th**

## **Executive Welcome**

### **Chad Gilchrist, Acting Assistant Commissioner GSA PBS Office of Portfolio Management and Customer Engagement**



Chad Gilchrist serves as the Acting Assistant Commissioner for the Office of Portfolio Management and Customer Engagement within the Public Buildings Service, where he leads all asset management and client engagement activities for GSA's owned and leased inventory of more than ~370 million square feet and more than 8,000 buildings nationwide.

Prior to joining GSA in 2018, Chad oversaw the full facilities lifecycle--from planning and design, to delivery, sustainment, and disposal--for U.S. Customs and Border Protection's global portfolio of almost 30 million square feet of law enforcement facilities, ports of entry, laboratories, and mission support space.

Chad has spent more than twenty years driving government policymaking and management focus toward sound asset management principles that enable mission success and deliver public value. He began his federal service through the Presidential Management Fellows program upon graduation from the University of Maryland School of Law.

### **Nina Albert, Commissioner GSA PBS**



Nina M. Albert serves as the Commissioner of the Public Buildings Service (PBS) at the U.S. General Services Administration (GSA). As PBS Commissioner, she manages the nationwide asset management, design, construction, leasing, building management and disposal of approximately ~370 million square feet of government-owned and leased space across the United States and six territories.

Albert brings 20 years of experience in public real estate disposition, public-private partnership negotiations, economic revitalization, and sustainable development to GSA. Albert most recently served as Vice President of Real Estate and Parking at the Washington Metropolitan Area Transit Authority (WMATA), where she managed a multi-billion dollar real estate portfolio.

While working at the District Department of Environment, Albert led the design and development of a first-of-its-kind \$250 million energy efficiency financing program targeting commercial and multi-family property owners. As the Anacostia Waterfront Initiative Manager, she oversaw a \$1.3 billion redevelopment project in Washington D.C., including a 2,800-acre waterfront revitalization program.

A military veteran, Albert served as a first lieutenant and Company Executive Officer of the U.S. Army Signal Corps.

Albert holds a Master of Business Administration and Master of City and Regional Planning from the University of North Carolina Chapel Hill and a Bachelor of Science in Mechanical Engineering from Tufts University.

## We're All In This Together

### **Andrea O'Neal, Senior Advisor to the Administrator** **GSA**



Andrea M. O'Neal is an appointee of the Biden-Harris Administration, serving as the Senior Advisor to the Administrator for Equity at the U.S. General Services Administration. In this first-ever position for the agency, O'Neal brings 20 years of experience championing the advancement of historically and socially marginalized communities with expertise in institutional equity, racial and economic justice, organizational behavior, and cultural change management. Andrea is a recognized thought leader in the diversity, equity, inclusion, and accessibility (DEIA) field with a career spanning global Wall Street, social impact, and advisory services for C-Suite executive teams. In her position at GSA, Andrea leads the agency's strategy and implementation of the Biden-Harris Administration's equity-related policy priorities and serves as

GSA's senior designee to several governmentwide forums, including the White House Gender Policy Council, Domestic Policy Council, and Federal Chief Diversity Executive Officers Council.

In her previous professional experience as a capital markets investment banker, with four years stationed abroad structuring cross-border IPOs in Europe and Asia, Andrea developed a multicultural business acumen that she leverages to achieve exceptional stakeholder management and metrics-driven results. As a nonprofit leader and public sector official, Andrea has been on the front lines of mission-critical work related to breaking down systemic barriers, closing racial wealth gaps, fostering equitable workplaces, and operationalizing high-performing culturally competent leadership practices.

Andrea has served as a research advisory committee member for the Bill & Melinda Gates Foundation's Equitable Futures Project, Brown University President's Leadership Council, and Ambassadors Program for the Smithsonian National Museum of African American History & Culture (NMAAHC). Her work has been featured in the Wall Street Journal, Bloomberg, Business Insider, and in several industry conferences. Andrea has roots in Atlanta, GA and Brooklyn, NY and currently resides in Washington, D.C.

### **Katy Kale, Deputy Administrator** **GSA**



Katy Kale is the Deputy Administrator of the General Services Administration under the Biden-Harris Administration.

In this capacity, she leads a staff of nearly 12,000 GSA employees nationwide, overseeing ~370 million square feet of property, approximately \$75 billion in annual contracts, 5 million government credit and purchase cards, and 225,000 leased vehicles. She also serves as GSA's Senior Climate Adaptation Official. In addition, she is a federal member of the U.S. Access Board, which promotes accessible design, guidelines, and standards.

Prior to serving as the Deputy Administrator, and Acting Administrator in early 2021, Katy was President and Chief Operating Officer of Elevate. There she

led growth strategy, operational process, financial planning, and performance management, and ensured all were aligned with the broader purpose of serving the nonprofit sector.

A public servant at heart, Katy was a senior leader in the Obama-Biden Administration, serving as Assistant to the President for Management and Administration, Director of White House Operations, and Chief of Staff at GSA. She also served 10 years in the U.S. Senate working on operational and legislative issues for several senators. Katy is a graduate of George Mason University.

### **Dr. Janice Underwood, Director, Office of Diversity, Equity, Inclusion, and Accessibility OPM**



Dr. Janice Underwood joins the Biden-Harris administration as Director of the Office of Diversity, Equity, Inclusion, and Accessibility (ODEIA) at the Office of Personnel Management (OPM). In this capacity, she leads OPM's technical assistance role in the government-wide DEIA initiative established by Executive Order #14035, which will include convening an executive council for all federal chief diversity officers, and leading an interagency team to provide strategic technical support to all relevant agencies in advancing their agency DEIA plans.

As a national expert in diversity, equity, and inclusion (DEI) across multiple sectors, Dr. Underwood has championed making structural inequity visible in government and education sectors as a state official, a university administrator, teacher educator, researcher, national board-certified special education science teacher, and diversity trainer. Dr. Underwood has been published in numerous journals and has received several awards for her exemplary contributions to advancing equity and justice at the intersection of government and politics. She previously served as the inaugural Virginia Chief Diversity, Equity, and Inclusion Officer (CDO) to Governor Ralph Northam. This secretary-level role was the first of its kind in the Commonwealth and to exist nationally.

In her most recent role as Virginia CDO, Dr. Underwood collaboratively labored toward building affirming work, learning, economic, and social environments for the Commonwealth of Virginia as a roadmap for continued access and success for the state and the nation. In 2021 Dr. Underwood and her team at the Governor's Office of Diversity, Equity, and Inclusion launched the ONE Virginia Plan, the first ever statewide DEI strategy across 100+ agencies. In this role, Dr. Underwood operationalized DEI across state government, collaborated with external stakeholders to build DEI offices in other states, and led the Virginia COVID-19 Equity Leadership Taskforce, which has become a model for several other states and local governments. Most notably, Dr. Underwood worked with leaders at all levels to champion the legislative equity agenda of the Northam administration, which resulted in historic and nationally recognized accomplishments.

Dr. Underwood earned her Bachelor's and Master's degree from Hampton University in Psychology and Behavior/Learning Disorders. In 2015, she earned her Ph.D. in Curriculum and Instruction from Old Dominion University, where her research focused on ways to use the culturally relevant pedagogy framework to reform STEM-H fields, education, and other public fields.

**Allen Samuel, Director of Transformation PMO, IT  
GSA PBS**



Allen Samuel is the Director of Modernization and Innovation and is responsible for modernizing, rationalizing, and innovating real estate IT solutions for the Public Buildings Service (PBS) in GSA. He is also responsible for identifying new technologies to improve operations, develop modern system architectures, and develop a PBS Technology roadmap that aligns with PBS strategic objectives.

**Bob Stafford, Chief Administrative Services Officer  
GSA**



Bob Stafford is the Chief Administrative Services Officer in the Office of Administrative Services at GSA. In this role, he oversees various administrative functions which support internal GSA operations, including GSA's executive secretariat, internal contracting, purchase and travel card programs, travel policy, GSA's forms program, internal directives, Presidential commissions and boards, small agency support, internal fleet, and workplace management and services.

Prior to coming to GSA in 2008, Bob worked at the Department of Justice for 14 years in the Executive Office for United States Attorneys managing their real estate and workplace program. He has undergraduate and master's degrees in architecture from the University of Maryland, College Park.

**Charles Hardy, Chief Workplace Officer  
GSA**



Charles G. Hardy serves as the Chief Workplace Officer of the General Services Administration. As the agency's lead executive in charge of workplace strategy leading GSA's Workplace program. Hardy heads efforts across the country with support in vital areas such as design and construction, real estate services, and procurement. He is responsible for research and development in the delivery of innovative workplace solutions throughout the federal government.

Hardy holds two degrees from the University of Minnesota: a Bachelor of Architecture and a Bachelor of Environmental Design; and Executive Program certificates from Harvard University and the University of Texas. Hardy speaks frequently on workplace transformation and moving the government to a 21<sup>st</sup> century workplace. He is a licensed architect and certified construction

manager. He is published in AIA Architect Magazine, in two books on transformative practices and in numerous other publications.

Hardy is active in both the public and professional community having served as a board member of the Construction Managers Association of America and trustee for the Construction Users Roundtable; and currently on the Board of Directors for the Chicago ACE Mentor Program, and a member of the Associated General Contractors of America Public-Private Industry Advisory Council.

## Overview of Workplace Offerings

### **Ryan Doerfle, Senior Workplace Strategist** **GSA PBS Office of Workplace Strategy**



Ryan is a Senior Workplace Strategist with GSA's Total Workplace Program Management Office. As a workplace strategist, Ryan assists federal agencies in identifying workplace arrangements that support employee work practices and achieve agency business goals.

Past client agencies include the Federal Aviation Administration, the Department of Health & Human Services, and the Department of Homeland Security.

Ryan also teaches a workplace strategy class called *Leading Workplace Engagements*, develops tools and publications that GSA employees and other federal agencies can use to further federal workplace programs. His most recent tool is the Workplace Investment and Feasibility Modeling tool, also

known as "WIFM".

### **Charles Hardy, Chief Workplace Officer** **GSA**



Charles G. Hardy serves as the Chief Architect of the General Services Administration. As the agency's lead executive in charge of workplace strategy leading GSA's Workplace program. Hardy heads efforts across the country with support in vital areas such as design and construction, real estate services, and procurement. He is responsible for research and development in the delivery of innovative workplace solutions throughout the federal government.

Hardy holds two degrees from the University of Minnesota: a Bachelor of Architecture and a Bachelor of Environmental Design; and Executive Program certificates from Harvard University and the University of Texas. Hardy speaks frequently on workplace transformation and moving the government to a 21<sup>st</sup> century workplace. He is a licensed architect and certified construction

manager. He is published in AIA Architect Magazine, in two books on transformative practices and in numerous other publications.

Hardy is active in both the public and professional community having served as a board member of the Construction Managers Association of America and trustee for the Construction Users Roundtable; and currently on the Board of Directors for the Chicago ACE Mentor Program, and a member of the Associated General Contractors of America Public-Private Industry Advisory Council.

## Tomorrow's Program Overview

### **Victoria Morrell, PBS Deputy Assistant Commissioner GSA PBS Office of Portfolio Management and Customer Engagement**



Victoria Morrell is Deputy Assistant Commissioner for Portfolio Management and Customer Engagement of the U.S. General Services Administration. In this new role, she oversees all enterprise-wide Customer Engagement programs and activities at the regional and national levels, as well as reinforces an integrated service delivery model which is a critical function as we optimize the portfolio and advance the future of work.

Prior to this appointment, Victoria served as the Director of Customer Programs within the Office of Portfolio Management and Customer Engagement as well as the Chief of Staff. With over thirty years experience within the Public Buildings Service starting in Region 3, Victoria has proven a thoughtful, effective, and dedicated leader in a variety of roles from Project Executive to Regional Service Delivery Officer.

Victoria's experience in project management and customer programs serves PBS well as she works closely with colleagues throughout the organization to create consistent and effective customer interactions. Victoria knows the value of aligning with customer agencies at all levels and has been instrumental in the establishment of various initiatives including the Executive Sponsor role.

**TUESDAY, JULY 25th**

## **PBS Welcome**

### **Victoria Morrell, PBS Deputy Assistant Commissioner GSA PBS Office of Portfolio Management and Customer Engagement**



Victoria Morrell is Deputy Assistant Commissioner for Portfolio Management and Customer Engagement of the U.S. General Services Administration. In this new role, she oversees all enterprise-wide Customer Engagement programs and activities at the regional and national levels, as well as reinforces an integrated service delivery model which is a critical function as we optimize the portfolio and advance the future of work.

Prior to this appointment, Victoria served as the Director of Customer Programs within the Office of Portfolio Management and Customer Engagement as well as the Chief of Staff. With over thirty years experience within the Public Buildings Service starting in Region 3, Victoria has proven a thoughtful, effective, and dedicated leader in a variety of roles from Project Executive to Regional Service Delivery Officer.

Victoria's experience in project management and customer programs serves PBS well as she works closely with colleagues throughout the organization to create consistent and effective customer interactions. Victoria knows the value of aligning with customer agencies at all levels and has been instrumental in the establishment of various initiatives including the Executive Sponsor role.

## **Portfolio Planning and Investment**

### **Crofton Whitfield, Assistant Commissioner GSA PBS Office of Leasing**



Crofton L. Whitfield serves as Assistant Commissioner, Office of Leasing for the U.S. General Services Administration's Public Buildings Service (PBS). Prior to his current appointment, Crofton served as a Director of Leasing in GSA's Northeast and Caribbean Region (R2), overseeing a regional portfolio of 10 million RSF. Under his leadership, R2 achieved lease cost avoidance totalling over \$250 million while driving the region's lease replacement value by nearly 50%. In addition, the region has excelled in its use of leasing tools, improved customer service and project cycle time, and has been a major contributor toward Region 2 optimizing its portfolio.

Mr. Whitfield joined GSA over 25 years ago in the PBS, as a management intern, working as a Realty Specialist in the Real Estate Division in Region 5. Thereafter, Crofton was detailed to the PBS Central Office Good Neighbor Program, as well as worked for over a year for the Office of Personnel Management in their facilities office. In 2002, Crofton returned to PBS, this time in Region 2. He joined the leadership ranks in 2014 as the Deputy Director of Portfolio Management where he oversaw the Capital Investment and Leasing Program (CILP), as well as the region's Minor Repair and Alterations Program.



**Chad Gilchrist, Acting Assistant Commissioner**  
**GSA PBS Office of Portfolio Management and Customer Engagement**



Chad Gilchrist serves as the Acting Assistant Commissioner for the Office of Portfolio Management and Customer Engagement within the Public Buildings Service, where he leads all asset management and client engagement activities for GSA's owned and leased inventory of ~370 million square feet and more than 8,000 buildings nationwide.

Prior to joining GSA in 2018, Chad oversaw the full facilities lifecycle--from planning and design, to delivery, sustainment, and disposal--for U.S. Customs and Border Protection's global portfolio of almost 30 million square feet of law enforcement facilities, ports of entry, laboratories, and mission support space.

Chad has spent more than twenty years driving government policymaking and management focus toward sound asset management principles that enable mission success and deliver public value. He began his federal service through the Presidential Management Fellows program upon graduation from the University of Maryland School of Law.

**Brian Kee, Chief of Staff**  
**GSA PBS Office of Real Property Disposal**



Brian helps lead the office of Real Property Disposition at GSA, where he focuses on helping client agencies improve mission effectiveness through divesting of space no longer needed to fulfill mission needs.

Since joining the leadership team in 2018, he has helped the program successfully direct the transfer, conveyance, or sale of nearly one thousand properties generating over \$600 million in proceeds for the Federal Government. His office is an experienced real estate leader in divesting assets in multiple classes including; multi-tenant buildings, both greenfield and brownfield developments, historic assets, residential and unique assets such as a Naval hospital in Charleston, SC, a heating plant in Washington, DC, a former Army ammunition plant in Minnesota, and a historic hangar in California. Annually, the program manages several hundred active utilization and disposal projects.

In addition to Real Property Disposition, he has experience in the PBS Commissioner's office as well as the DC Service Center in PBS's National Capital Region.

Brian holds a Bachelor of Arts in Economics from the University of Virginia and a Master of Public Administration from the Virginia Tech School of Public and International Affairs.

**Melanie Gilbert - Regional Commissioner  
GSA PBS National Capital Region (NCR)**



In October 2022, Melanie Gilbert began her service at the General Services Administration, Public Buildings Service, as the Regional Commissioner for the National Capital Region. She is responsible for GSA's largest and most challenging real estate portfolio of 93 million rentable square feet and inventory of over 600 government-owned and leased facilities with a revenue of \$2.8 billion. With a staff of over 1,000 employees, Melanie's immediate priority is the Executive Branch's post-pandemic return to facilities and NCR's future real estate portfolio strategy.

Prior to joining GSA, Melanie spent 30 years at the Administrative Office of the U.S. Courts and for the last 11 years was the Chief of the Facilities and Security Office. She was the senior executive responsible for the Federal Judiciary's facilities, security, and emergency preparedness programs and portfolio. In that role she was the senior executive responsible for an almost \$2 billion dollar budget for facilities and security throughout the United States in over 880 primary courthouses, federal buildings, and leases. She was Chair of the Judiciary's COVID-19 Task Force that led the Federal Court's operational response to the pandemic. She was also responsible for the multi-million dollar operation of the Thurgood Marshall Federal Judiciary Building in Washington, DC. during her tenure with the courts. Melanie is a cum laude graduate of New York Law School, and holds a B.A. from Indiana University in Political Science and Theater.

**Joanna Rosato - Regional Commissioner  
GSA PBS Mid-Atlantic Region (Region 3)**



As Regional Commissioner, Joanna is responsible for asset management, design, construction, leasing, and operations for GSA's real estate portfolio in Delaware, southern New Jersey, Pennsylvania, West Virginia, and Maryland and Virginia (excluding the metropolitan DC area counties). The Mid-Atlantic Region is home to approximately 100 federally owned buildings and over 670 leased buildings, comprising more than 34 million square feet.

Prior to assuming her position as Regional Commissioner for the Mid-Atlantic Region, Joanna was the Regional Commissioner for the Northeast and Caribbean Region. From 2011 until 2015, she faced challenges including the destruction and aftermath of Hurricane Sandy, and the rebuilding of One World Trade Center, with characteristic skill, determination, and confidence.

More recently Joanna was tapped to serve on the national level as the Acting Assistant Commissioner for PBS's Office of Portfolio Management and Customer Engagement. Joanna has been a member of the SES since 2011 and is the recipient of two Presidential Rank Awards for Meritorious Service. She holds a Project Management Professional certification from the Project Management Institute, as well as a master's certificate in Project Management from the George Washington University.

## OASIS Update

### **Christopher Giavis, Director, Pricing Policy and Tools Division GSA PBS Office of Portfolio Management and Customer Engagement**



Chris Giavis is the Director of PBS' Pricing Policy and Tools Division in the Office of Portfolio Management and Customer Engagement. His team is responsible for developing policies and procedures for PBS' Rent Bill Management, Space Pricing and Spatial Data Management programs as well as the IT tools that support these program areas in GSA's owned and leased inventory.

## Workplaces for Humans

### **Michelle Amante - Vice President, Federal Workplace Programs The Partnership for Public Service**



Michelle supports federal agencies by understanding their needs and working with Partnership staff to design and develop programming to help agencies attain their goals. Prior to joining the Partnership, Michelle ran the Massachusetts Department of Unemployment Assistance. She also spent years working for Deloitte to consult with unemployment agencies across the country and work on business process improvement and IT modernization efforts. She loves to build partnerships, solve problems and help agencies bring out the best in their people. Michelle's favorite public servant is Francis Perkins.

### **Dr. Zina Sutch - Assistant Administrator SBA Office of Diversity, Inclusion and Civil Rights**



Dr. Zina Sutch serves as the Assistant Administrator for the Office of Diversity, Inclusion, and Civil Rights. In this role, Dr. Sutch will serve as the principal agency advisor for transforming ODI&CR programs and providing strategic direction to the Administrator and other agency officials. She will be responsible for managing, directing, and coordinating a variety of high-level projects and policy issues to ensure maximum support of ODI&CR operations. As Assistant Administrator for ODI&CR, she will be responsible for carrying out the civil rights responsibilities under Title VI of the Civil Rights Act of 1964 and applicable Executive Orders, including investigations, negotiations, and compliance activities.

Dr. Sutch joins SBA from the Office of Personnel Management (OPM), where she served as the Deputy Associate Director, Outreach, Diversity and Inclusion. In this position, she served as an advisor to government-wide leaders, Agency Heads, Diversity Officers, Human Resources Directors, and senior leaders providing policy, guidance, management, budget, and technical assistance on diversity and inclusion matters. She conducted analysis and research on cross-functional recruitment and retention, talent management, workforce planning, and employee inclusion and, ultimately, engagement efforts.

Prior to this position, she served as the Director of Diversity and Inclusion at OPM, where she developed government-wide policies and guidance to assist Federal agencies in building diverse workforces and inclusive and engaged organizational cultures that leverage diversity and provided expert advisory services to Federal agencies undergoing cultural transformation. In this role, Dr. Sutch developed, implemented, and coordinated the government-wide diversity and inclusion strategic plan in support of the Administration's policy.

In addition to her experience, she has earned a Bachelor of Arts in Business and Economics from Clark University, a Master of Arts in Special Education from George Washington University, and a Doctor of Philosophy in Special Education from the University of Maryland.

### **Matt Hoffman - Special Advisor for Workplace Initiatives GSA**



Matt serves as the senior advisor to PBS Commissioner Nina Albert, who is responsible for managing the federal civilian real estate portfolio consisting of over 370 million square feet contained in 8,800 Federal workplaces serving over 1 million Federal employees. His core focus is the implications of the future of work and transitioning to a net zero portfolio.

With over 20 years experience in the real estate sector, Matt's expertise is in innovation, strategy, and the use of new technologies to bring efficiencies and opportunity to real estate development and management. Before arriving at GSA, he founded HousingTech Ventures as an advisory and investment fund focused on companies with emerging tech-driven solutions addressing the nation's housing affordability challenges. Prior to that, he spent over 10 years in the lead innovation role at Enterprise Community Partners, one of the nation's largest capital platforms for financing affordable housing and community development.

Matt started his career in the federal government in the mid-1990's as a policy advisor to the U.S. Secretary of Commerce working on the emerging commercialization of the Internet, as well as coordinating an interagency taskforce for the White House. After advising Fortune 500 tech companies and start-ups during the dotcom boom and bust, he founded a real estate development company in Baltimore that focused on infill commercial and residential development.

Matt is a graduate of Brown University (B.A. Public Policy) and Harvard University (M. Public Policy).

**Jason Barke - Deputy Associate Director for Strategic Workforce Planning  
Office of Personnel Management**



Jason Barke currently serves as the Deputy Associate Director for Strategic Workforce Planning in Employee Services at the Office of Personnel Management (OPM). He previously served as the Group Manager for Forecasting and Methods in Strategic Workforce Planning where he led the implementation of the Strategic Human Capital Management requirements for the Federal Government under 5 CFR 250 subpart B and the data analytics team.

He started his Federal career at HHS where he worked in the Office of the Secretary and supported HHS's recruitment efforts across all operating divisions. After working at HHS, he spent time at the Social Security Administration working on agency-wide recruitment strategies, supporting the implementation of the PMA and strategic workforce planning. Before joining OPM, he worked in NOAA's human capital office for the Department of Commerce. He has been at OPM for 15 years and has over 22 years of Federal service.

**It's EASY Being Green!**

**Ken Sandler - Sustainability and Green Building Advisor, Office of Federal High Performance Green Buildings, GSA**



Ken Sandler is a Sustainability and Green Building Advisor to the General Services Administration's Office of Federal High-Performance Green Buildings. He has shaped federal research, policy and communications on sustainability through his work at five different agencies – EPA, GSA, CEQ, DOE and HUD – over 32 years.

Ken currently is a co-leader of: GSA's federal building decarbonization initiatives; the Interagency Sustainability Working Group; and GSA's Green Building Advisory Committee, which has produced influential policy papers on issues including building-to-grid integration, embodied carbon and decarbonization. Ken has a Bachelor's degree in English and Political Science, a Master's degree in Political Science, and a PhD in Environmental Science & Policy.

**Courtney Springer, Acting Assistant Commissioner  
GSA PBS Office of Facilities**



Courtney Springer's career started at GSA as a Contract Specialist Trainee in the Heartland Region (R6) under the Outstanding Scholar Program. After obtaining experience in the minor construction field, Courtney moved to Property Development where he gained experience in large construction projects. Courtney held a variety of leadership roles in the Region, including Branch Chief of Service Contracts, Deputy Director of Facilities, Director of Service Centers and Director of Acquisition.

In 2018 Courtney was requested to act as the Assistant Commissioner of Acquisition for PBS. In that role Courtney led the effort to streamline contract

document storage utilizing the electronic document storage system. Courtney returned to R6 as the Deputy Regional Commissioner where he led the Cedar Rapids Derecho and COVID-19 response teams. Courtney returned to the national office as the Deputy Assistant Commissioner of Acquisition in 2020.

In 2023, Courtney became Acting Assistant Commissioner of Facilities. In this role Courtney has oversight of the over 8,600 federally owned and leased facilities in the GSA portfolio. Courtney completed his MBA through the University of Missouri, Kansas City. Outside GSA, Courtney volunteers as treasurer and facilities director for local non for profits.

**Alexandra Kosmides, Management and Program Analyst  
GSA PBS Office of Leasing**



Alexandra is a Management and Program Analyst with the Office of Leasing's Center for Lease Policy, Technology, and Innovation. She worked on Leasing's Lease Cost Relative to Market measure when first joining GSA's Central Office 15 years ago, and then shifted to the Center for Lease Policy. Alexandra focuses on policy and program development related to the Office of Leasing's sustainability requirements.

**Susannah Gilmore, Leasing Analyst  
GSA PBS Office of Leasing**



Susannah Gilmore is a leasing analyst in the PBS Office of Leasing's Center for Policy, Technology and Innovation. She has worked in her current role for two years and focuses on sustainability policy and electric vehicle supply equipment guidance in leases

**Chris Towery - Acquisition Branch Supervisor**  
**GSA PBS Center for Electric Vehicle Infrastructure**



Chris Towery is the Acquisition Branch Supervisor for the Center for Electric Vehicle Infrastructure (CEVI) team with GSA's Public Buildings Service (PBS). The CEVI acquisition team is responsible for GSA PBS' Governmentwide Design/Build Construction IDIQs. The CEVI team is responsible for the necessary planning, policy, guidance, and coordination to ensure a successful program of Electric Vehicle(EV) charging station installations. For additional information on EV charging stations and related infrastructure: [www.gsa.gov/electrifythefleet](http://www.gsa.gov/electrifythefleet)

**Stephanie Gresalfi, Team Lead, Zero Emission Vehicles**  
**GSA FAS Fleet Management**



Stephanie is the Team Lead of GSA Fleet's Zero Emission Vehicle (ZEV) team. In her role she advises agencies on how to electrify their fleets, take advantage of GSA Fleet's offerings and plan for electric vehicle charging. In 2016, she served as a Senior Sustainability Advisor to The White House Council on Environmental Quality working to obtain commitments from cities and states to deploy electric vehicles nationwide. Stephanie is a 2019 graduate from the Partnership for Public Service's Excellence in Government Leadership Program and holds a History degree from George Washington University and an MBA from The University of Maryland.

**Tech Talk! - Collaboration Tools**

**Erika Dinnie - Associate CIO for Digital Infrastructure Technologies**  
**GSA OCIO**



Erika Dinnie currently serves as the Associate CIO for Digital Infrastructure Technologies, overseeing GSA's IT infrastructure, systems, software, and applications for its 17,500 user base. Ms. Dinnie is a senior executive with a proven track record in leading enterprise-wide organizational resource strategies for large and small service organizations, executing national change initiatives, and overseeing organizational design and workforce planning initiatives. She is a recognized leader in digital transformation, hybrid work strategy, shared-services transformation programs, and recruitment & development of top talent. Ms. Dinnie is a Penn State and George Washington University alum. She currently resides in Pennsylvania with her husband and two small children.

**Melvin Brown - Deputy Chief Information Officer  
Office of Personnel Management**

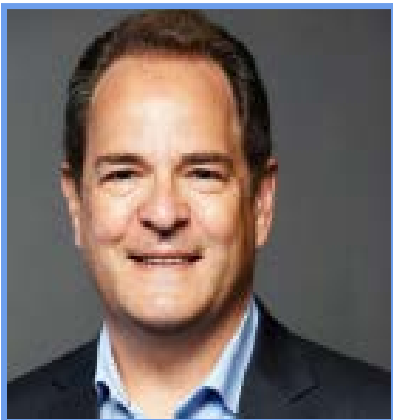


As Deputy Chief Information Officer (DCIO) for the Office of Personnel Management, Melvin Brown II oversees an information technology (IT) portfolio of \$100+ million in programs and a growing workforce of 216 employees. He is responsible for providing leadership and direction in the development and execution of OPM's IT strategy and policy. He recently received the 2023 Federal 100 award by Federal Computer Week which recognizes the 100 top influencers across the federal government who have made significant impacts on improving government services.

Under Melvin's leadership, OCIO established an organizational change management strategy based on OCIO's Customer First guiding principle to ensure all products are designed collaboratively, in conjunction with customers. These efforts resulted in a 12-percentage point increase in OCIO's FY 2021 Federal Employee Viewpoint Survey score. Melvin was named OPM's DCIO in October 2021. Prior to joining OPM, Melvin served as the Director of the Enterprise Business Management Office within the Office of the Chief Information Officer (OCIO) at the Small Business Administration (SBA).

Before SBA, Melvin held multiple leadership positions at the Department of Homeland Security (DHS). He started his technology career as an IT Program Manager at the Federal Aviation Administration (FAA). Melvin holds leadership positions with the American Council American Council for Technology (ACT), Industry Advisory Council (IAC), and Advanced Technology Academic Research Center (ATARC). He holds a Master of Science degree in social and organizational learning from George Mason University and a Bachelor of Science degree in business administration from Strayer University. He is a former adjunct professor with the University of Phoenix, where he taught graduate and undergraduate business management for 14 years. He is also a United States Marine Corps veteran, where he proudly served from 1984–1991.

**Jeff Schultz - Vice President, Chief Strategy Officer, Security & Collaboration  
Cisco**



Jeff Schultz is VP of Product Strategy & Evangelism for Cisco's Security and Collaboration group, reporting directly to Jeetu Patel, EVP and GM. He leads a strategy team that works across Cisco business groups to drive messaging and market strategies for hybrid work and security solutions across the Cisco product portfolio.

Jeff has extensive experience in security, content, and collaboration solutions. Previously, Jeff was a VP at Splunk, where he led product, platform, and technical marketing teams that helped accelerate Splunk's transition to a SaaS business model at scale. Prior to that he held senior roles at Box and EMC, helping establish their market leadership positions in collaboration and content services.



Jeff also has experience in the unified communications space, working at Microsoft after its acquisition of Parlano, where he helped establish group chat as a new market category. Jeff started his career in product development and customer support teams at Accenture.

Jeff holds a BS in Electrical Engineering from The University of Texas. Outside of work Jeff is a soccer dad, avid photographer, and retired marathoner and triathlete.

**Marlon Attiken, Partner, Business Transformation Services  
IBM**



Marlon Attiken is a Partner at IBM Consulting where he helps government clients implement and adopt emerging technologies. He focuses on client transformation through digital technology and platforms and has worked with a variety of government organizations to disrupt operations through technologies such as IoT, artificial intelligence, data science, blockchain, and cloud.

Mr. Attiken has held a variety of roles at IBM in the strategy and digital domains where he advised clients on financial and operational transformation, emerging technology strategy, and systems implementation. He is a Certified Public Accountant (CPA) and holds a Masters in Business Administration (MBA) with concentrations in Financial Instruments and Markets from New York University's Stern School of Business.

**Building the Table - a DEIA Panel**

**Loaela Hammons, Moderator  
GSA PBS Office of Portfolio Management and Customer Engagement**



Loaela Hammons has 20+ years of federal government service and prior to that worked in the private sector as a contractor to the federal government. In her current role, Loaela is the Consolidation Fund Program Manager at GSA PBS's Office of Portfolio Management and Customer Engagement and provides direct management and oversight of the development, implementation, and execution of PBS's national Consolidation Fund Program. Under her leadership the program generated outcomes that resulted in the appropriation of \$322 million in authorized congressional funding of which 95% was obligated to over 80 projects across 25 different customer agencies. When completed, the projects are projected to achieve a 10-year return on investment of \$1.18 billion in lease cost avoidance savings, more than a 1.8 million usable square foot space reduction and reduce

agency rental payments to GSA by \$74 million annually.

Loaela also currently heads her office's Diversity, Equity, Inclusion, Accessibility (DEIA) Advisory Board. Loaela earned Bachelor of Arts Degree in Leadership and Organization Studies, and obtained her DEIA certification from eCornell University.

**Kimberly Dowdell - Director of Strategic Relationships  
American Institute of Architects**



Kimberly has devoted her entire professional career to laying the foundations for architects to create positive social change on a local, national and global scale. She has built bridges connecting diverse pillars of our society, from architectural firms and their clients to professional organizations, commercial developers, government agencies and academia. As a skilled relationship-builder, she fosters a more collaborative and inclusive approach to architecture, paving the way for a brighter future for all.

Kimberly's impact reaches far beyond HOK's clients and partners, as she frequently speaks at conferences and events and mentors emerging leaders within the firm and throughout the industry. She co-chairs HOK's Diversity Advisory Council (DAC) and co-founded HOK Impact, the firm's social responsibility arm.

Kimberly's expertise and leadership have earned her recognition and appointments from several prominent organizations. Delegates at the 2022 American Institute of Architects (AIA) Annual Meeting elected Kimberly as the 2023 First VP/2024 President-elect. She also sits on the board of the Chicago Central Area Committee (CCAC), which works to shape the city's growth, equity and quality of place. Kimberly is the past president of the National Organization of Minority Architects (NOMA) and a member of the National Organization of Minority Architects Council (NOMAC), the organization's highest level of recognition. She is a past AIA Young Architects Award recipient and was recognized for her activism efforts by Architectural Record's Women in Architecture Awards program.

Kimberly co-founded Social Economic Environmental Design, an organization that promotes sustainable development in 2005. She has been honored as a "40 Under 40" in Crain's Chicago Business and Crain's Detroit Business and delivered the 19th Annual Dunlop Lecture at the Harvard Graduate School of Design. She was elected by her fellow alumni to serve on the board of trustees at Cornell University in 2022.

**Jason Pugh - Global Director of Diversity, Equity & Inclusion  
Gensler**



As the Global Director of Diversity, Equity & Inclusion, Jason promotes Gensler's commitment to its Strategies to Fight Racism while furthering the firm's efforts to address unique challenges within each region and community through a global perspective. He is passionate about helping develop underserved communities and the next generation of designers and architects, while remaining connected to our clients and design work.

A Principal based in Gensler's Chicago office, Jason manages projects that engage the community at-large, leading them from schematic community-based master plans through full construction. His portfolio includes master planning programs centered on cultural connectivity, public transit, and mixed-use development along with architectural projects spanning

hospitality, commercial office and retail, residential, science research labs, and large university campus medical facilities across the country. He is driven by the belief that one project can change a community, and if we change enough communities, we can change the world.

Jason's leadership is exemplified through his involvement as a co-Chair of Gensler's Global Race and Diversity Committee, as well as his work with external organizations, including serving as the 2021-2022 National President of the National Organization of Minority Architects and sitting on Chicago's Executive Board for the ACE (Architecture, Construction, and Engineering) Mentor Program.

**David Anthoné, Supervisory Historic Preservation Officer  
GSA PBS Northeast and Caribbean Region (R2)**



Trained in art, architecture, and historic preservation, Anthoné currently wears a number of multiple-disciplinary hats within GSA, ranging from historic preservation, interior design, accessibility, and film/event outleasing. His enthusiasm and commitment in promoting nonbinary, intersectional, and equitable workplaces has resulted in a series of national presentations on public monuments, intersectionality, change management and universal design. *"Like the air we breathe, DEIA is all around us, integral rather than additive."* Anthoné is currently on detail to Central Office, standing up the PBS DEIA Community of Practice (CoP) plan.

**Damon Sheppard, Regional Leader Science + Technology and ACE Mentor  
HOK**



Damon is a licensed architect with a passion for designing, planning and programming complex projects in the Science + Technology and Higher Education markets. He has led the design effort on more than a million square feet of space for academic, institutional and corporate clients nationwide. His experience includes designing for all levels from large graduate level research facilities to small instructional labs for community colleges. He has a particular strength in designing spaces to learn, research and collaborate for interdisciplinary science, STEM and STEM-H programs. His most recent projects include facilities for Morgan State University, George Washington University and the National Institutes of Health.

As the Regional Leader of HOK's Washington DC S+T practice he leads a group of a dozen architects, lab planners and designers. Most of efforts focus on business development, staff development and project management. He is one of the S+T practice's thought leaders and has presented at multiple industry conferences, such as SCUP and Tradeline, on issues of importance to higher education design.

In addition to his professional role, Damon places a premium on dedicating time to people development through education, mentoring and diversity initiatives. He's a past professor at Howard University, co-chair of HOK's Diversity Advisory Council and member of the national board of directors for the ACE Mentoring

Program. Ultimately, Damon's passion for architecture is rooted in his passion for people and creating environments where people learn the skills they need to change the world.

### **Donna Laquidara - Carr, Industry Insights Research Director Dodge Data & Analytics**



Donna Laquidara-Carr is Industry Insights Research Director at Dodge Data & Analytics, where she provides editorial direction to the SmartMarket Report Series, covering such diverse topics as World Green Building Trends, Business Value of BIM, Diversity, Equity and Inclusion in the Design and Construction Industry, The Drive Toward Healthier Buildings, Building a Safety Culture and Lean Construction.

In her role as Research Director, Donna is actively engaged in all aspects of the research process, from survey development to data analysis to authoring reports based on the data.

Her insights on these topics have been published in numerous industry publications, and she regularly conducts webinars and speaks about this research at events for diverse organizations, including the AIA National Conference, Greenbuild, CMAA National Convention, AGC National Convention, the Lean Congress and many others.

Previously, Donna was responsible for policy and training for the editorial division of the Dodge Reports. Donna has her Ph.D. from Tulane University, M.A. from Boston University and B.A. from Middlebury College.

### **Tech Talk! - Smart Buildings**

#### **Sandy Shadchehr - Director, Buildings Technology Services GSA IT**



Sandy Shadchehr is the Director of the Buildings Technology Services Division within the office of GSA-IT. Her office supports the Public Buildings Service (PBS), the landlord for the civilian federal government. Her division provides IT project management support for integration activities related to Internet of Things (IoT) technologies for PBS and fosters strong partnerships with key stakeholders within the PBS facility management, Office of Design and Construction (ODC), Office of Mission Assurance (OMA), GSA IT, and within the industry. Her program is at the forefront of assessing and managing risk posed by building systems hardware and software components.

In the past few years, Sandy's focus has been on cybersecurity, launching initiatives to protect critical systems and sensitive information from cyber attacks. She has developed executive business cases to address cybersecurity risks posed by IoT systems, and led cross-organizational efforts to mitigate cyber risks at GSA. Her priorities include innovation activities, including the Workplace Innovation Lab, deploying the Zero Trust Framework, cyber compliance, employee engagement, streamlining processes, and ensuring IT products and services are delivered in agreement with GSA and federal standards.

**Ana Rawson, Director for the Facility Technology and Innovation Division  
GSA PBS Office of Facilities Management**



Ana Rawson is the Facilities Technology Officer in the Office of Facilities Management (OFM). In this role, she serves as the Director of the Facilities Technology and Innovation Division, overseeing critical programs such as smart buildings, computerized maintenance management, operational excellence, advanced metering, Green Proving Ground (GPG), and Applied Innovation Learning Laboratories (AILL).

Ana began her GSA career in 2002 as a Co-operative Engineering student from Georgia Tech. After serving as a General Engineer in Region 4 for several years, Ana went on to lead the regional Energy Team as the Regional Energy Coordinator, and later served as the Energy and Sustainability Branch Chief. In 2016, Ana became the first Regional Client Executive for the Judiciary in Region 4, a position she held until the end of 2019 when she transferred to OFM to serve as the National Program Manager for Smart Buildings.

Ana has a Bachelor's Degree in Industrial and Systems Engineering, and a Master of Business Administration (MBA) from Georgia Tech. Ana also holds a Six Sigma Black Belt and is a 2021 graduate of the Partnership for Public Service's Excellence in Government Fellows Program. She lives in Atlanta, GA with her husband and two sons.

**Jeremy Witikko, Director, Hybrid Work GTM with Sustainable Real Estate  
CISCO**



Jeremy Witikko is a practice advisor for Cisco's retail and hospitality team, with more than 15 years of experience in providing visionary consulting services to executives and management. He has an unusually extensive background in helping to define strategy, innovation, and leadership across multiple industries including retail, consumer packaged goods, and manufacturing. This broad range of retail-related industries gives Jeremy a comprehensive viewpoint in partnering with senior leadership to identify innovative approaches and advantageous industry-disruptive and game-changing opportunities. Based on this experience, he is a regular speaker and panelist for Cisco retail-related events.

Jeremy has an MBA in Strategy and Marketing, as well as an undergraduate degree in materials and science engineering.

**Courtney Springer - Acting Assistant Commissioner  
GSA PBS Office of Facilities Management**



Courtney Springer's career started at GSA as a Contract Specialist Trainee in the Heartland Region (R6) under the Outstanding Scholar Program. After obtaining experience in the minor construction, Courtney moved to Property Development where he gained experience in large construction projects. Courtney held a variety of leadership roles in the Region, including Branch Chief of Service Contracts, Deputy Director of Facilities, Director of Service Centers and Director of Acquisition.

In 2018 Courtney was requested to act as the Assistant Commissioner of Acquisition for PBS. In that role he led the effort to streamline contract document storage utilizing the electronic document storage system. He returned to R6 as the Deputy Regional Commissioner where he led the Cedar Rapids Derecho and COVID-19 response teams. Courtney returned to the national office as the Deputy Assistant Commissioner of Acquisition in 2020.

In 2023, Courtney became Acting Assistant Commissioner of Facilities. In this role Courtney has oversight of the over 8,600 federally owned and leased facilities in the GSA portfolio. Courtney completed his MBA through the University of Missouri, Kansas City. Outside GSA, Courtney volunteers as treasurer and facilities director for local non for profits.

**Theresa Fung - Senior Real Property Asset Management Specialist  
GSA PBS Office of Portfolio Management and Customer Engagement**



Theresa is a Senior Program Analyst with the Office of Portfolio Management and Customer Engagement's Strategic Analysis Division. She leads the program for collecting, analyzing, modeling and leveraging occupancy data to understand how office buildings are being used in a changing environment.

**Workplace Offering - Fast Track Space**

**Charles Hardy, Chief Workplace Officer  
GSA**



Charles G. Hardy serves as the Chief Workplace Officer of the General Services Administration. As the agency's lead executive in charge of workplace strategy leading GSA's Workplace program. Hardy heads efforts across the country with support in vital areas such as design and construction, real estate services, and procurement. He is responsible for research and development in the delivery of innovative workplace solutions throughout the federal government.

Hardy holds two degrees from the University of Minnesota: a Bachelor of Architecture and a Bachelor of Environmental Design; and Executive Program

certificates from Harvard University and the University of Texas. Hardy speaks frequently on workplace transformation and moving the government to a 21<sup>st</sup> century workplace. He is a licensed architect and certified construction manager. He is published in AIA Architect Magazine, in two books on transformative practices and in numerous other publications.

Hardy is active in both the public and professional community having served as a board member of the Construction Managers Association of America and trustee for the Construction Users Roundtable; and currently on the Board of Directors for the Chicago ACE Mentor Program, and a member of the Associated General Contractors of America Public-Private Industry Advisory Council.

**Ryan Doerfler, Senior Workplace Strategist**  
**GSA PBS Office of Workplace Strategy**



Ryan is a Senior Workplace Strategist with GSA's Total Workplace Program Management Office. As a workplace strategist, Ryan assists federal agencies in identifying workplace arrangements that support employee work practices and achieve agency business goals. Past client agencies include the Federal Aviation Administration, the Department of Health & Human Services, and the Department of Homeland Security. Ryan also teaches a workplace strategy class called *Leading Workplace Engagements*, develops tools and publications that GSA employees and other federal agencies can use to further federal workplace programs. His most recent tool is the Workplace Investment and Feasibility Modeling tool, also known as "WIFM".

**Tasneem Bhabhrawala, Director, Customer Programs Division**  
**GSA PBS Office of Portfolio Management and Customer Engagement**



Tasneem has over 20 years of experience at GSA. She has extensive experience in both Asset Management and Account Management, serving regional leadership roles in both programs.

In 2015 she joined PBS' Central Office as National Program Manager for Customer Planning. In this role, she stood up PBS' occupancy planning protocols, emphasizing early customer engagement and partnership when it comes to developing space strategies.

Tasneem has a Masters in Public Administration with an emphasis on Urban Development and is also a graduate of the GSA Advanced Leadership Program.

## Forum Closing

### Allison Azevedo, Deputy Commissioner GSA PBS



Allison H. Azevedo is Deputy Commissioner for the Public Buildings Service (PBS) of the U.S. General Services Administration (GSA), headquartered in Washington, D.C. In this Chief Operating Officer role, Azevedo oversees a portfolio of federally owned and leased real estate encompassing ~370 million square feet.

Prior to her elevation to PBS Deputy Commissioner, Azevedo was Assistant Commissioner of PBS Leasing. While stewarding its 184 million square feet and accompanying \$5.7 billion budget, Azevedo orchestrated a groundbreaking lease replacement strategy for the national leasing portfolio. The undertaking enabled PBS to improve on-time replacement of expiring leases by 30%, while simultaneously avoiding nearly \$4 billion in lease costs over a three-year period.

Before joining GSA headquarters, Azevedo served as Regional Commissioner in GSA's Heartland Region (based in Kansas City, Missouri) and its Great Lakes Region (based in Chicago), with a combined commercial real estate portfolio topping 57 million square feet. In both regions, she steered GSA toward innovative real estate solutions that dramatically improved work environments and reduced operations and maintenance costs in federal assets. Azevedo also regularly assisted federal agencies with workplace initiatives dedicated to reducing costs, increasing utilization rates, and advancing mission-related goals.

During her tenure as Regional Commissioner of the Great Lakes Region, Azevedo led the execution of a \$825 million American Recovery and Reinvestment Act (ARRA) design and construction program as well as nearly \$100 million in energy savings performance contract awards. In the Heartland Region, she repositioned key assets to achieve taxpayer savings and championed safety and compliance in the management of federal inventory. Azevedo also enhanced the Heartland Region's expertise in workplace planning and customer service delivery, and she aligned GSA portfolio strategies more closely with local economic growth and development plans in its four-state territory.

Prior to becoming a Senior Executive in PBS's Chicago office, she spearheaded two national GSA initiatives: global project management and GSA's Integrated Solutions Program (2009–2010 and 1998–2000, respectively). Both endeavors were top priorities for GSA leadership, aimed at delivering turnkey real estate solutions for federal civilian agencies and U.S. Federal Court entities.

### Chad Gilchrist, Acting Assistant Commissioner, GSA PBS Office of Portfolio Management and Customer Engagement



Chad Gilchrist serves as the Acting Assistant Commissioner for the Office of Portfolio Management and Customer Engagement within the Public Buildings Service, where he leads all asset management and client engagement activities for GSA's owned and leased inventory of ~370 million square feet and more than 8,000 buildings nationwide.

Prior to joining GSA in 2018, Chad oversaw the full facilities lifecycle--from planning and design, to delivery, sustainment, and disposal--for U.S. Customs and Border



Protection's global portfolio of almost 30 million square feet of law enforcement facilities, ports of entry, laboratories, and mission support space.

Chad has spent more than twenty years driving government policymaking and management focus toward sound asset management principles that enable mission success and deliver public value. He began his federal service through the Presidential Management Fellows program upon graduation from the University of Maryland School of Law.