

Council Member Gambaro

**Norman S. West, MS, MPH**

**Brigadier General, U.S. Air Force (Ret)**

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## **AGILE C-SUITE EXECUTIVE**

**ORGANIZATION BUILDER | COMPLEX PROBLEM SOLVER | SENIOR LEADER DEVELOPER**

Retired U.S. Air Force general officer with over 30 years of executive experience in national and international federal healthcare management and optimization, health plan execution, C-suite leadership, and strategic planning. Drove policy for the \$56B Department of Defense healthcare system comprised of more than 167K medical personnel. People-centric senior leader and mentor with expertise managing and reducing risk in highly technical and dynamic environments. Calm in chaos with proven disaster response, humanitarian assistance, and combat experience leading no-fail intricate global business operations, logistics, supply chain management, planning, distribution, and staffing for agile solutions delivery and process improvements. Ability to lead complex organizations, develop and execute international fiscal programs, and provide strategic leadership.

**Business Management | Change Leadership | Team Development | Global Strategic Planning**  
**Operational Effectiveness | Cross Functional Communication | Targeted Innovation**

**A proven track record in achieving growth, enhancing operational effectiveness, delivering value to clients, and fostering an innovative organizational culture. Career Supported by an active TS/SCI clearance.**

## **NOTABLE ACCOMPLISHMENTS**

### **Strategy | Program & Financial Management**

- Structured processes to efficiently converge the DHA Headquarters on its principal mission of providing oversight and management of 400 medical hospitals across the globe | Orchestrated the refinement and development of operational metrics driving discipline and better budget execution and resource management decisions.
- Executive support of \$136 Billion contracted healthcare delivery through next generation TRICARE insurance program setting the stage for improved quality in purchased care, network collaboration, and healthcare synergy.
- Led \$5B Electronic Health Record implementation across thousands of DoD sites; fostered partnership to \$6.1B Military Health System medical modernization; delivered improvements in almost every measurable quality metric.
- Coordinated with stakeholders from the Services and Joint Staff to develop an external capabilities requirement management process that captures Joint medical capability gaps/needs into the DHA decision making process.

### **Mergers | Acquisitions Expert**

- Oversaw Army, Navy, and Air Force medical facility merger(s) into a networked and integrated global healthcare delivery system comprised of 978 hospitals and clinics; standardized thousands of clinical and business processes.
- Developed \$55M high infectious patient transport program under 84 days; safeguarded DoD rapid global mobility.
- Planned and led the reorganization of the Defense Health Agency Headquarters, while simultaneously leading the merger of DoD public health, logistics and research activities | Led the integration of multiple graduate medical education sites; sustained a medical technician education & training campus with over 16 thousand highly qualified annual graduates.

### **Crisis Leadership | Uncertain Environments**

- Led DoD COVID19 response, synchronizing CDC and FDA | Oversight of worldwide vaccine distribution of more than 10 million doses, laboratory testing program, generation of a COVID Registry (now with more than 1 million patients), and collecting more than 11,000 units of COVID Convalescent Plasma | Supervised development of hospital clinical, risk mitigation and safety policies and programs | Managed internal and external communication.
- Optimized battlefield resuscitation and trauma care with 97.9% survival rate through linked 49 combat hospitals and forward units in spite of hundreds of rockets, vehicle borne improvised explosive, and complex ground attacks | Shaped Afghanistan Joint Operations Area Low Titer O Whole Blood Walking Blood Bank transformation.
- Architect and led first DoD nuclear emergency response task force due to consequence of deadly earthquake, tsunami, and nuclear catastrophe in Japan | long-term nuclear response capabilities sustaining over 320,000 tsunami survivors, airlift of 2.3 Million tons of lifesaving relief and 23,000 hours of nuclear detection and decontamination.

**PROFESSIONAL EXPERIENCE****UNITED STATES AIR FORCE**

1995 – 1 Oct 2024

**CHIEF OF STAFF - Defense Health Agency**

Jul 2022 - Present | Falls Church, VA

Executive leadership on organizational, operational and policy matters pertaining to worldwide Department of Defense medical programs for 9.6 Million patients | including 167,000 staff in 45 hospitals and over 933 medical, dental and veterinary clinics | Planning, Programming, Budget and Execution and balancing an annual budget of over \$56 Billion. Information Operations involving all aspects of DoD medical informatics, cybersecurity, virtual health and IT planning

**CEO | SURGEON GENERAL - Air Mobility Command**

Aug 2020 - Jul 2022 | Scott AFB, IL

Engineered operational health support and deployable medical readiness capability at 11 community-based military hospitals and clinical oversight of the worldwide DOD aeromedical evacuation system. Executed \$781M budget with assets in excess of \$1.4 Billion; approximately 5,025 medical personnel provide care for over 448,000 beneficiaries.

**CEO | COMMANDER Task Force Medical - Afghanistan**

Jun 2019 - Aug 2020 | Afghanistan

Led interconnected network of 49 forward resuscitation, damage control hospitals, and trauma centers staffed by an integrated military force from Army, Navy, Air Force, and partners from 14 nations overseeing 31 Forward Operating Bases, providing a combat operations safety net, protecting over 48,600 U.S., NATO, & Coalition forces.

**CEO | COMMAND SURGEON - Air Force District of Washington**

Jul 2018 - Jun 2019 | Andrews AFB, MD

Formulated and executed medical policy and guidance for the Air Force District of Washington | Principal medical architect during contingency operations on operational Health Service Systems employment and execution | Guided the execution of Air Force Medical Service health care policy in the National Capital Region and advised senior Pentagon and Congressional leaders on strategic health care issues.

**CEO | HOSPITAL COMMANDER - 412th Medical Group**

Aug 2016 - Jul 2018 | Edwards AFB, CA

Directed operations of outpatient clinics and paramedic services supporting 7,500 beneficiaries and 12,500 personnel assigned to the Air Force Test Center, NASA's Armstrong Flight Research Center, & 51 tenant units. Led \$27 Million budget and formulated plans, established policies, and coordinated healthcare activities for the Edwards community.

**COO | DEPUTY HOSPITAL COMMANDER - 96th Medical Group**

Jul 2014 - Jul 2015 | Eglin AFB, FL

Daily execution of operations supporting comprehensive medical care to 92,000 eligible beneficiaries with six-bed intensive care unit and a 53-bed facility | As a teaching facility, the hospital has an active residency program in dentistry and family practice medicine allowing residents the opportunity to develop and enrich their clinical and academic capabilities | Ensured the delivery of a wide variety of outpatient services, supporting one of the larger outpatient workloads in the Air Force.

**ADDITIONAL POSITIONS**

**Chief Operating Officer** - 374th Aerospace Medicine Squadron Commander (Yokota AB, Japan) | 18th Aerospace Medicine Deputy Commander (Okinawa, Japan) | Officer Commanding British RAF Aircrew Equipment Integration Group (RAF Henlow, UK) | Test Parachutist and Equipment Airdrop Commanding Officer (Brooks AFB, TX)

**Special Duty Assignments** - Inspector General (Kirtland AFB, NM) | Air Force Safety Center Investigations Chief (Kirtland AFB, NM) | Director of Staff (Okinawa, Japan) | Aeromedical Safety Officer (Prince Sultan Air Base)

**Aerospace and Operational Physiology** - Director USAF Aerospace Physiology Training Programs (Brooks AFB, TX)

**EDUCATION**

**Master of Science** | National Security Strategy | Weapons of Mass Destruction focus | National Defense University

**Master of Public Health** | Epidemiology and Biostatistics | Uniformed Services University

**Master of Science** | Scientific Bases of Human Performance | University of Oklahoma

**Master of Military Operational Art and Science** | Air Command and Staff College | Air University

**Bachelor of Science** | Sport Physiology | Virginia Commonwealth University



# ANTHONY J SCHEMBRI

BS MPA JD

## RESUME

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With over 30 years of experience in public service, I have had the privilege of being appointed to posts by three governors, two mayors of New York City, a county executive, a city manager and a district attorney - leading departments of 14k sworn, 5k civilians and with over one billion dollar budgets.

My skills lie in organizational development, making an organization better at what it does. As a talent hunter, I believe that the best way to improve an organization is to improve its participants. As a motivational leader, I am able to foster teamwork and energize staff to higher levels of performance. I have achieved cohesion among disparate groups to work collectively to achieve goals.

I offer a unique combination of practical experience in policing, education, teaching, and training with legal and academic credentials. My educational background includes a Juris Doctorate from a top law school, a Master's Degree in Public Administration from a leading university, and a Bachelor's Degree in Criminal Justice. Member: International Association of Crime Analysts. New York Times: "Has a reputation as an Innovator".

### PROFESSIONAL EXPERIENCE

**County Administrator and Director of Public Safety,**  
Citrus County, Florida (900 employees, 456M budget)

**Secretary, Florida Department of Juvenile Justice**  
(11,000 employees, One Billion dollar budget)  
Awarded the Distinguish Service Medal by the legislature for Crime Reduction

**Corrections Commissioner, City of New York**  
(14,000 sworn, 5,000 civilian 1 ½ Billion dollar budget),  
supervise 40 attorneys, reducing gangs, excessive force, drugs & overtime.

**Police Commissioner City of Rye in Westchester County, New York,**  
Developed the first Human Rights Policy after Rodney King. Spotlighted by the American Civil Union.

**Deputy Commissioner, State of Vermont (450 employees)**

**Deputy Inspector General, New York City (450 detectives)**  
Investigating fraud, violence, waste and abuse.

**Deputy Chief, Narcotic Bureau, Director of Training, Detective, Police Officer, Brooklyn District Attorney's Office.**

**Professor of Law, Pace University School of Law**  
Sir Leon Radzinowicz Professor of Criminology, Law & Police Science  
University of Florida (teach courses in Police Science, Criminal Law)

**United Nations Representative: International Association Chiefs of Police**  
Fulbright Scholar: Conducted a *Management Evaluation* of the 240,000 person  
National Japanese Police-the Koban system.

**Member: Society of Evidence Based Policing, Cambridge, England**

Winner: Award for *Innovations in Government* at Harvard by David Gergen, Chair National Selection Committee

**Member: Florida Bar Association: Legal Needs of Children Committee**

Visiting Professor Police Science, Oxford & Sheffield Hallam Univ.

Member: British Institute of International & Comparative Law

**Instructor: Southwest Command College, Management Training,**

Advisory Board: University of New Haven & Sheffield Hallam University

Consultant DOJ "Crime in the Black Community"

**Chaired the following committees for the I.A.C.P.**

Chair Juvenile Crime Committee, Chair Environmental Crime Committee, Chair Committee on Crimes against the Elderly.

**Member of the Florida Governor's Council on Drug Abuse.**

Instructor: International Law Enforcement Academy (ILEA) Roswell New Mexico

**ACADEMIC MANAGEMENT & TEACHING EXPERIENCE**

**Radzinowicz Professor of Criminology, Criminal Law & Police Science**

University of Florida, Gainesville, Florida 2007 (Adj.) Courses taught: Criminology, Criminal Law, Evidence and Police Science. Professor of Leadership: Graduate & Undergraduate School:

**University of Central Florida:**

Courses taught: Leadership, Law, Criminology, Evidence, and Public Policy & Organizational Development

**Professor of Law: Pace University School of Law**

Courses taught: Corruption & Integrity in Government

**New Police Chiefs Training Program: Florida Police Chiefs Association**

FBI Leadership Training Program for Sheriffs, F.B.I. Police Chiefs Las Vegas, Leadership Training, Florida Sheriff's Association

**Associate Professor & Dean Criminal Justice Program:**

Police Science & Criminal Justice Program, St. Francis College, Brooklyn, NY

Management of the Program, hire instructors, develop curriculum.

**Assistant Professor: Vermont College**

Course Taught: Administration /Investigative Function for Police Chiefs.

Instructor: C. W. Post College, Greenvale N. Y. Courses Taught: Drug Abuse, Organized Crime In America.

**Director of Training: Brooklyn District Attorney's Office**

Duties: Direct, evaluate and train Detectives and Assistant District

Attorneys under the Municipal Police Training Council of New York.

Established the first District Attorneys Academy in the U. S.

## EDUCATION

### **Juris Doctor-Doctor of Law, Pace University School of Law**

Harvard University, Kennedy School of Government-SES Program, Cambridge.

Master of Arts-Public Administration,

Bachelor of Science-Criminal Justice

Associate in Science-Police Science

John Jay College of Criminal Justice-New York

### **University of Westphalia West Germany Institute Kriminalwissenschaften Certificate (Criminal Sciences)**

University of Poland- Institute Prawa Carnego -Public Administration Training

Graduate: FBI National Academy, Quantico, Virginia

Bramshill Police College-Basingstoke-England

Federal Bureau of Narcotics Training School Washington DC

Bureau of Narcotics & Dangerous Drugs-Washington DC

Recruit Training: New York City Police Academy

Emergency Management Course-Senior Executives Course-FEMA-Maryland-

Cornell International Labor Relations institute

### **MEMBER: Technical Advisory Board of Directors**

Henry C. Lee Institute Forensic Science Institute

University of New Haven, Connecticut.

Member: National League of Cities, PERF (Police Executive Research Forum)

## PUBLICATIONS

- Book: Florida Criminal Law, Gould Publications, 2003, Ed
- Book: Leadership for the Soul Thank God It's Monday, Gould Publications, 2004
- "Scared Straight" Paper American Society of Criminology - A White Paper Department of Juvenile Justice, American Society of Criminology,
- "Bringing Research to Policy Makers & Practitioners", American Society of Criminology, 2006
- The Florida Police Chief, March 2007
- "Over managed and Under-led", Florida Police Chiefs Magazine
- "What Can Law Enforcement Do To Aid Elderly Victims of Abuse and Crime" - Crime Victims Digest, July 1986
- Criminal Justice, The Americas, March 1992, IACP
- Private Funding of Police Programs, The Police Chiefs Magazine
- International Association of Chiefs of Police, Police Work In Japan: The Koban System. Urban Innovation Abroad, October 1984
- "Educating Police Managers", The Police Chief Magazine, November 1983
- "The Death Penalty Debate: Witness to Execution" Citrus County Chronicle 10/13/2011
- "Government Closed for Repairs: I Am a Gear in a Broken Machine", Guest Column, 7/21/13, Citrus Chronicle
- "The War Against Legalizing Marijuana, U.S. Policy Should be Shaped by Facts, Not Uninformed Opinions." Guest Column, 1/20/13, Citrus County Chronicle
- The Victim and the Criminal Justice System - Victims & Society, Visage Press, 1971

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