

**Office:** Charlotte, NC

**Industry:** Corporate, Healthcare, Technology, Government

**Specialty:** Strategic Real Estate Consulting  
Facility Management Consulting  
Logistics  
Program Management  
Project Management

**Contact:** 704-425-8101  
pfleeger@carolina.rr.com

### Education

Master of Arts in Business, Webster University;  
Bachelor of Business Administration, University of Miami;  
Masters equivalent (11 months residence, full time), Command and General Staff College;  
Joint Staff Officer (Strategic Planning) College, Norfolk, VA

### Professional Affiliations / Accreditations

Bronze Star Medal; Legion of Merit Medal; Croix de Guerre (War Cross, Republic of France)

### Professional Expertise

Since leaving the military, David has consulted with and managed projects for a wide variety of clients for more than 10 years. Mr. Pfleeger culminated his military career with his assignment as Commander, Fort Chaffee, Arkansas, where he was responsible for closing the installation as the result of BRAC legislation. He brings extensive management background in the areas of project and operations management and strategic planning. His management style, leadership abilities, and precision allow him to focus on planning support and project management, as well as the development of many new and innovative Patriot Management services. Mr. Pfleeger's extensive background has involved the following responsibilities:

- Total responsibility for a 72,000-acre installation with more than 1,200 buildings.
- Coordinating disposal of excess government real estate including utility (gas, electric, sewer and water) and other infrastructure.
- Developing innovative services such as cable management and logistical support packages to school and hospital systems. Developed project management processes, tools, and techniques for many and varied clients.
- Managing major hospital transitions, including changes to clinical and support operations, and the logistics of owner activities.
- Extensive procurement actions, establishing selection criteria, and building business cases for acquisition of a wide range of products and services, including major medical equipment.
- Developing tactics and techniques for project management of clinical activities – including consideration of HIPAA, Infectious Disease Control, Joint Commission, and Life / Safety requirements.

- Conducting utilization study with the largest healthcare organization in Charlotte, NC, involving over 100 leased and owned properties. Developed feasible alternatives to transition from an owned to leased property strategy.
- Conducting logistics study for a major school district consisting of 125,000 students, 145 separate schools and additional support facilities. Developed processes and recommended policy for owner logistics pertaining to the opening of six new schools and many renovation and replacement school projects annually.

Speaking Engagements

- International Facility Management Association (IFMA)
- American College of Healthcare Executives
- Healthcare Facility Institute (HFI)
- Construction Owners Association of America (COAA)
- Project Management Institute (PMI)
- Commercial Real Estate Women (CREW)
- Georgia Association of Healthcare Executives (GAHE)
- National Association of Children’s Hospitals and Related Institutes (NACHRI)

Select Client Experience

<u>Client</u>	<u>AOS Mission</u>
Carolinas HealthCare System	Project Management, Strategic Planning, CAFM
Charlotte-Mecklenburg School System	Project Management, Logistics Planning
Children’s Healthcare of Atlanta	Consulting and Project Management
Duke University Medical Center	Equipment & Project Management
First Citizens Bank	Project Management
GlaxoSmithKline	Project Management, Interior Space Management, CAFM Implementation
Hearst Corporation	Project Management
Internal Revenue Service	Project Management, Programming Mgmt.
Kimberly Clark Corporation	Consulting, CAFM
Lockheed Martin	Project Management
Louisiana State University Healthcare	Project Management
Mississippi Dept. of Archives & History	Project Management
Nortel	Project Management
Northeast Georgia Healthcare	Project Management
Office Depot (HQ)	Consulting, Project Management, CAFM
Ormond Beach Healthcare	Project & Equipment Management
Progress Energy	Process Improvement and Consulting
SC Dept. of Archives & History	Project Management
Self Regional Healthcare	Project Management
University of Alabama Medical Center	Project Management

Virginia Commonwealth University  
 Healthcare  
 Shawnee Mission healthcare  
 Wake Forest University Medical Center  
 Wells Fargo Home Mortgage  
 Wellstar Healthcare System  
 10+ Law Firms  
 10+ Condominium Projects

Transition Management  
 Project Management  
 Process Improvement  
 Project Management, Programming  
 Equip. Management, Project Management  
 Project Management, CAFM  
 Consulting, Project Management

Military Experience & Career

- Mr. Pfleeger’s Army career started as an Artillery Officer. He was assigned many leadership positions in multiple units and was responsible for training, coordination with the other combat arms and supporting units, and for operations.
- David’s last Artillery assignment was as Operations Officer for the 18<sup>th</sup> Field Artillery Brigade (Airborne) where he directed combat actions during Desert Shield and Desert Storm. The brigade consisted of 2,200 men and 117 major weapon systems, like the M198 Howitzer and the Multiple Launch Rocket System.
- Several units were supported, including the French Foreign Legion’s 6<sup>th</sup> Light Armor Division. David’s actions there resulted in his being awarded the Croix de Guerre, the highest award given by France. He was also awarded the Bronze Star Medal by the USA.
- While in the Field Artillery Mr. Pfleeger also served as a special weapons custodian in Europe in support of the NATO mission. He advised the host nation on security and combat operations and assisted them through a series of high-level evaluations of their mission capability. The 1000-person missile unit he advised had the premier weapon system within the host nation’s most powerful Armored Corps.
- David also served as a logistics planner during the Peacekeeper Operations in the former Yugoslavia. David was a planner for non-USA forces being trained, equipped, and transported into the former Yugoslavia to perform their missions.
- He led and participated in multi-nation planning groups and coordinated plans with the Ministry of Defense in Italy. In addition, David managed the deployment schedule and coordinated that with procurement actions to support the non-USA forces.
- Mr. Pfleeger authored the first post-cold war Defense Plan for the nation of Italy. This involved coordination with several internal and external agencies for things such as over-flight and landing rights, and with the several foreign NATO nations tasked to participate in or support the plan. He briefed plans, in the Italian language, to the Minister of Defense, Italy.
- David developed and led a study to analyze data from over flights of the former Yugoslavia. NATO aircraft used multiple means and methods to conduct their reconnaissance. When fired upon, NATO aircraft would take various defensive measures (e.g., drop flairs to distract heat seeking missiles, drop chaff to confuse radars and evasive flying techniques).
- By collecting and analyzing data, NATO was able to recommend more specific actions to be taken under various circumstances, which indirectly let to fewer aircraft being engaged or downed.
- David was awarded the Defense Meritorious Service Medal for his contributions to this Peacekeeping operation.

- As the Commander of an Army Fort, Mr. Pfleeger was responsible for operations, budgets, logistics, and maintenance activities at the 72,000 acre installation. Fort Chaffee was officially closed during his command under BRAC legislation. He was required to outpace the civilian workforce, transfer the real estate and other assets to other entities, and to work with the local reuse authority (LRA), which was tasked to plan and recommend reuse options. The LRA consisted of Mayors and County Commissioners from many surrounding communities.
- The local National Guard took part of the installation to continue to run it as a National Guard training area. David worked out a unique and innovative plan to transfer his people to other DoD positions at other posts sooner than planned and transferred some of the funds saved to the National Guard so they could hire their staff earlier. This saved resources for the overall USA Government and also better prepared the National Guard for their new mission.
- Perhaps the most challenging aspect of the BRAC mission was the environmental clean-up of the fort. There were 47 EPA-regulated sites to clean up: things like an extensive underground petroleum distribution and storage complex. In all, 23 underground storage tanks and many miles of pipelines were removed. Other projects included three separate, closed landfills (not used since the 1960s), chemical storage facilities, and others.
- Due to the need for environmental clean-up as part of BRAC, David was often interviewed by the local news media and was required to brief congressional delegations. He participated in Dr. Cavello's one-week course (Columbia University) entitled "High Risk Communications", where he learned to handle emotional and stressful situations effectively. He was interviewed on TV, the radio, quoted in multiple news stories, and was able to convince the congressional delegation staff personnel and the local community of the seriousness of the government's intent to transfer the fort in a safe manner.
- In addition to the EPA, Mr. Pfleeger coordinated clean-up activities with the state regulators; specifically the sewage collection and processing facilities, which were transferred to the local community. Other parts of the post are now used for industrial manufacturing activities, for new schools, housing developments, etc.
- The BRAC closure was deemed an overwhelming success, and Mr. Pfleeger was awarded the Legion of Merit Medal at the end of that assignment, which coincided with his retirement from the US Army.

***"Perhaps the most value I could bring to any project involving BRAC or Installation Management would not necessarily be the specific knowledge I have today about BRAC, but rather the general knowledge I received up to my retirement 10 years ago and the new experiences I have had with private sector clients. For example, I have executed a wide variety of projects for the Carolina's Healthcare System (3<sup>rd</sup> largest not for profit healthcare system in the nation). I was able to bring the skills I learned as an Installation Commander to the hospital system and helped them to solve complex problems. However, the experiences I have had with the hospital system have given me insights into how I could have executed the BRAC mission even better too."***