



# Ken Smith

Ken is a specialist in executive leadership and organizational performance. His expertise extends to all facets of operations including strategic planning, performance measurement, organizational structures and their integration, as well as the day-to-day operations. Ken is Managing Principal of the firm Strategic Directions, LLC, (SDL) which assists public and private organizations in their efforts to achieve improved performance, financial, and policy results. His approach to his work is highly reliant on collaborative decision making through facilitated sessions.

Ken's expertise in the areas of leadership development, planning, performance improvement and assessment have supported many government organizations and initiatives. Past and present client organizations include the US Navy, the National Guard Bureau, the General Services Administration, the Virginia Housing Development Authority, the U.S. Geological Survey, the Virginia Department of General Services, the Virginia Department of Social Services, the Virginia Department of Juvenile Justice, the Virginia Department of Information Technology, Virginia Center for Innovative Technology, the Governor's Task Force on Procurement Reform in Virginia, the Virginia Council on Human Rights, the Virginia Competition Council, the Virginia Department of Health, and the Virginia Department of Environmental Quality.

Prior to joining SDL, Ken completed a term as Executive Assistant to the Chairman of the Farm Credit System Insurance Corporation (FCSIC) and the Farm Credit Administration Board (FCA). During his tenure, Ken played major roles in the regulatory Agency's "reinvention" efforts. Among other accomplishments, Ken is credited with early implementation of the Government Performance and Results Act, its resulting strategic plan, numerous efforts to improve financial management practices, focusing the organization's technology efforts, and being an effective champion of a more streamlined organization with less complicated processes. The results of many of his initiatives have won praise from Congressional Committees and the Office of Management and Budget.

Prior to his work at the FCSIC and the FCA, as a member of the Senior Executive Service, Ken was Deputy Administrator for Management and Policy Support at the Rural Electrification Administration (REA) where his responsibilities included oversight of all internal management, and external affairs.

Ken was responsible for the 50-year-old agency's first effort to identify organization-wide goals and objectives and he reduced internal instructions by over 50 percent while streamlining others. An advocate of technology, he modernized the agency's day-to-day information systems and was also responsible for the implementation of a congressionally mandated re-organization. He also developed and implemented a comprehensive program to revise and streamline program regulations.

Ken began his government career in 1987 as Assistant Deputy Administrator for the Farmers Home Administration (FmHA), which at the time was considered to be the nation's largest rural development lender with some \$60 Billion in assets representing farm, housing, community facilities direct loans and business loan guarantees. In addition to his Program oversight responsibilities, he was directly responsible for a number of organizational and process re-design projects often employing the use of technology as a tool for process improvement.

Through George Mason University's School of Public Policy, Ken serves as part of the faculty for the Virginia Certified Public Manager's Program. Additionally, Ken is a member of the Board of Directors for the United States Senate Productivity and Award Program in Virginia and the Live A Difference Foundation. His professional memberships include the International Association of Facilitators and the Association for Quality and Participation.

Ken has testified before the Congress on government management issues and is the author of *A Senior Executive's Guide to Federal Agency Strategic Planning* as well as the private sector counterpart – *A Small Business Guide to Improved Performance and Results*. His academic credentials include the completion of the prestigious Program for Senior Government Managers at Harvard.

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