

JACK CROWLEY, PMP #16692

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PROJECT AND PMO DIRECTOR PROFILE

PMO Director, Senior Program / Project Manager with over twenty years experience in portfolio-program-project management and operations. Portfolios, programs and projects have spanned federal, state and commercial cloud infrastructure, business, governance, compliance, security, call centers, business continuity - disaster recovery and information technology disciplines. Industries include financial, insurance, manufacturing, transportation, healthcare, government, telecommunications and retail. My expertise is bringing together competing needs across multiple divisions and or companies/governmental agencies, defining and delivering the solution.

Speaker, trainer and mentor of Project Management Institute, Software Engineering Institute, and multiple maturity models at symposiums and specific clients. Participated on PMI's Organizational Project Management Maturity Model, OPM3, review board. PMP obtained in 2000, expires 12/17.

<ul style="list-style-type: none">➤ Management<ul style="list-style-type: none">○ Executive Governance○ Business Process Re-engineering○ Standards Implementation○ Organizational Change Management○ Management Controls○ Customer Relationship Management○ Associate Growth & Development	<ul style="list-style-type: none">➤ Project, Program, Portfolio Management<ul style="list-style-type: none">○ PMI-PMBOK, Program & Portfolio Mgmt Standards○ Change Management○ Security & Compliance○ COTS Implementation, IT System, Software Process Development○ SEI, CMMi, IEEE, & ISO Standards○ Vendor Management
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EMPLOYMENT WITH KEY ACCOMPLISHMENTS

CGI: Senior Program Manager (Sr. Technical Consultant) - April 2011 to Current

On-Going> Solution Development Lifecycle improvements in systems, infrastructure, operations, and project management.

[Build USDA's Cloud Hosting](#), October 2016 – February 2017

- Staff 25, Program Budget> Confidential
- Building the infrastructure to implement [CGI's Momentum ERP System](#) for USDA. Current Status> Building out the production, test and disaster recovery infrastructure> 18 physical and 26 virtual servers, storage, network, and tools.1Production go live is scheduled for early 2017.

Brocade Switch Replacement, September – Dec 2016, Impacts 120 servers and over 30 clients

- Core Staff 6, Supporting Staff 30; Project Budget> \$200K
- Current Status> Infrastructure completed, migrations in flight.

Completed Emergency Rescue of [Printing and Document Mgmt Services](#) Migration Program, March 2016 to September 2016

- Staff 15 +/-; Program Budget> Confidential
- Clients' infrastructure needed to move from external site to our Phoenix Data Center. Many operating systems were out of date and all 53 servers had not been patched in seven years. Upgraded to our Virtual Environment and hardened to our specifications.
- Status> Completed 3 months late and 30% over budget

Rebuilt Federal Government's Cloud Disaster Recovery System, April – July 2016.

- Core Staff 8, Supporting Staff 25; Project Budget> Confidential
- Consolidated 3 secure cages into a single secure cage and upgraded all infrastructure from 2011 to 2016 standards. Status: Completed on-time and 3% under budget.

Enhanced Security and Advanced Threat Management, September 2015 – April 2016

- Staff 10 +/-; Program Budget > Confidential
- Status: Completed on-time and 1% under budget. Three projects completed ahead of schedule, 5 on schedule. Of note our [Dell Hybrid Cloud Solution](#), ([Youtube Video](#)) being used for all non-production systems for the US. Solution is being implemented in other international business units.

Led multiple initiatives to improve automation of our internal infrastructure and processes.

Implementing [IPsoft's IPcenter](#) December 2014 to August 2015

- Staff 10 +/-; Program Budget > \$10MM
- Status: Completed on-time and on-budget. Project 1> Standing up Proof of Concept, Development/UAT and Production Environments; Project 2> Organizational Change Management and Training; Project 3> Onboarding Internal infrastructure and clients for monitoring and basic automation

Implemented [SailPoint's Identity IQ](#), Identity and Access Management System across our entire infrastructure (Internal, Commercial, Federal and Cloud) October 2014 to July 2015

- Staff 5 +/-; Program Budget > \$5M
- Status: Completed 1 month late and 2% over budget. Project 1> Standing up base system. Project 2> On-boarded critical clients; passing both Commercial and Federal Audits. Project 3> Customizations and onboarding the balance of our clients.

Client Rescue, August 2014 – December 2014

Handpicked by Senior VP to join a very senior team to rescue a client account. 2015 Annual Review comments from SVP, "*Jack was able to walk into a difficult and tense client situation and handle the dynamic effectively. Not being a data center transition SME the assignment was a stretch for Jack and he accepted the challenge, took accountability and worked effectively to attempt a recovery plan. Jack performed well and earned both the client and CGI team's respect upon his arrival.*"

[CGI IaaS Cloud Services](#) and [U.S. GSA Selects CGI for Cloud Services](#)

April 2011 – Aug 2014

Developed and enhanced the Federal Government's cloud. Expanded to meet State Health Information Exchange and various Commercial needs including HIPPA, PCI, FedRamp & NIST compliance requirements.

- Staff 35 +/-; Program Budget > \$15M over 3 years; Current Status: Operational

CIBER: Principal Consultant, Senior Program Manager - February 2010 to March 2011

Completed a one year statement of work implementing [Lawson's Human Capital Management and Payroll system](#) to the existing Lawson Financials and Procurement application for University of North Carolina Health Care. Completed Solution Design phase on time and 1% under budget. Contract completed.

- Staff 36: 3 CIBER team, 16 Core Team (VP, Directors, Managers), 5 Executive Governance
- Program Budget: \$5.2M Program completed on schedule and 1% under budget

Consultant - Experis (formally Comsys): Senior Program Manager May 2007 to January 2010

City of Richmond: MUNIS Tax System: Brought in to save a program gone wrong. Completed contract renegotiation, Real Estate Tax module, program approach, plan and schedule on-time. Business License and Personal property were deployed in the summer and winter of 2010.

- Core Team: 8, Sponsors: 7, SME teams vary 5-15, Executive Governance 8
- Program Budget: \$3M Labor, \$1M Software
- [City Audit Report](#) – I am the project manager mentioned on page 4 (or page ii), 3rd bullet of the report.

City of Richmond: ERP Request for Proposal: In early 2009, Developed an Enterprise Resource Planning RFP to replace the City's mainframe financial, procurement, budget, human resource and payroll systems, plus a few other minor systems. The RFP was issued during the first quarter of 2010 and awarded in November 2010.

City of Richmond: [Stimulus Spending Tracker](#): Led the development of policies, procedures and technical solution to track and report stimulus spending to the federal government. Not only did this team finish early, the IT team found errors in the Federal application and helped them fix it!

- Core Team: 6, Sponsors 3, 7 Component until Presidents, 8 Executive Governance

Kentucky Farm Bureau: Urban Market Development Program: Planned and executed the opening of 12 out of 23 new urban offices across multiple counties in Kentucky. The scope of this program included: Renovation or new construction of offices, hiring, training and licensing of staff, extensive business process changes and IT system enhancements to split the various books of business and coordination with two other large projects. In a nut shell, I worked my way out of a job.

- Staff: 3 Direct, 45 indirect, 6 Executive Governance
- Program Budget: \$4.5M
- Current Status: Completed November 2008, one month ahead of schedule and under budget

City of Richmond: 311 Call Center Program: Planned, developed and implemented the City of Richmond's 311 Call Center, allowing citizens to call 311 and access any agency in the City of Richmond, other than emergencies. The scope of this project included: Call Center facility construction, training development and delivery for 8 agencies, 32 Call Center staff and 3 management staff, Cisco interactive voice response system, over 12 City, State and Federal Systems, Verizon 311 hard and software, and multiple local exchange carrier coordination.

- Staff 36: 32 Operators, 3 Management, 1 Administrative Assistant
- Program Budget: \$400K; Program completed on schedule and under budget

Consultant - Markel Corporation: Portfolio Management Office Director, November 2006 to May 2007
Six month contract> Developed and implemented Portfolio Management Office for Markel Corporation; focus on implementing IT Governance for project prioritization and resource utilization across 7 independent lines of business, then turn it over to Operations. This group approves/rejects and prioritizes work to ensure alignment with the highest value business and regulatory needs. Oversaw the ongoing: Records Management Program, CRM, Security Hardening and Payment Card Industry Program, Regulated & Non-Regulated insurance project, and implementation of MS Project Server 2007 project.

- Staff 7: 2 Sr. Project Managers, 1 Project Manager, 2 Business Analysts, 2 Applications Analysts, 9 Executive Governance
- Operational Budget: \$1.5MM; Project completed on schedule

Circuit City, Portfolio Management Office Director, June 2005 to November 2006

Developed and implemented the Enterprise Portfolio Management Office in partnership with each line of business, operations and our vendors. Rolled out new policies, methods, tools, training to support Circuit City's transformation.

- Staff 50: 25 Core EPMO Functions and 25 in Risk Management, budget: \$7.2MM, 11 Executive Governance
- Directly managed a portfolio of 30 projects (\$15MM) to support our merchandising transformation, maintaining green status; Created and implemented Enterprise Portfolio Management Governance to select the right projects based on cross business priorities; Risk Management functions: Technical Change Control, Business Continuity Management, Compliance

Business Closed

Capital One, Director, December 2001 to June 2005

As the overall program and project manager, translated Capital One's vision and strategy into specific objectives that team leaders and performers implement. Directly led and drove business and IT process improvements and document management initiatives to meet critical business objectives.

- Staff: 30 associates, 5 contractors, 5 Executive Governance
- Budget: \$15MM
- Improved ability to deliver business solutions better, faster and cheaper, influenced the CIO and directs to initiate, plan, develop, and implement the solution delivery method program.

- Over a 3 year period: reduced average time to market from 575 days to 310 days for large projects; Increased policy compliance to 97%; Increased time entry-financial charge backs to 100%; Reduced production defects by 60%; Reduced major system failures from 7/year to > 1/year; Increased projects on schedule and budget from 5% to 45%.
- Stepped up to plan, develop and implement an IT wide document management solution to meet Sarbanes Oxley and other regulatory requirements. Business units also adopted the solution.
 - Exceeded goals by reducing annual risk exposure from 180K to <1K per year, four months ahead of schedule and \$50K under budget
- Recruited by Circuit City CIO to lead PMO office.

Consultant - Information Technology Program Management Consulting: February 2001 to December 2001
Telcordia Technologies: Program Management Director, Program Management Office and Business Process Re-engineering Practice

Helped develop, implement, drive and finally lead new solution delivery and PMO consulting practice. Drove vision and strategy into specific sales and delivery objectives that team leaders and performers implemented. Marketed and sold six contracts to various industries to mature their ability to develop and deliver solutions better, faster and cheaper.

- Led re-engineering business and information technology practices with cross functional teams, meeting strategic vision and goals, resulting in projected ROI up to 2.4:1 over two years and achieving SW-CMM L2 goals within two years
- Led program management office: Responsible for the Program Management of Process Improvement and Portfolio/Program Office development practice, with six projects across the US, \$12.5M in revenue, leveraging our SW-CMM L5 processes
- Exceeded \$10M annual sales goals by \$2.5M
- Realized \$7.5M in new revenue 2000-2001 during downturn and collected \$3.2M in bad debt
- Exceeded client corporate goals and vision by 20%, reducing costs an average of 12% per year, with a return on investment ranging 1.7 - 2.4:1 across the strategic projects
- Division was closed and accepted position with Capital One

Matlen Silver Group: Program Management Director, February 2000 to February 2001
 For Merrill Lynch Private Client Group and Goldman Sachs

Created Program Management Office Governance to prioritize and drive business direction by applying a cross-business perspective; focused on strategic solutions, direction and financial management. Managed teams of 18-6 people with varying budgets.

- Developed, implemented and achieved SW-CMM L3 off-shore (Trinidad) team
- With cross-functional team, reduced production errors by 60% and business solution cycle time by 50%
- Solutions included: Business Program Office, Customer Relationship Management, Supply Chain
- Completed projects and accepted consulting offer from project partner, Telcordia Technologies

Prudential Health Care: Senior Project Manager November 1998 to February 2000

- Led their core health insurance claims system conversion project for Y2K; 20% (\$3M) under budget and one month ahead of schedule for healthcare business
 - Business realized financial benefits of \$24,000 per month three times faster, 6 to 18 months
 - Reduced project cycle time from 18 to 4 months with 30% less staff, 60% reduced maintenance costs
- Met Y2K project objectives paving the way to Aetna sale in December 1999

EDUCATION

- MS Information Systems, New Jersey Institute of Technology, Newark, NJ; Summa Cum Laude, GPA 3.94/4.0, December, 1999
- BS Management Science Finance, Kean University, Union, NJ, Summa Cum Laude; GPA 3.96/4.0, May, 1996

CERTIFICATIONS AND HONORS

- Public Trust Government Clearance
- PMP, Project Manager Professional, Project Management Institute
- Masters Certificate in IT Project Management, George Washington University
- Six Sigma: Introduction, Statistical Process Control
- SEI SW-CMM Training: Introduction, Defining Software Processes, SCE Lead Evaluator Training

PROFESSIONAL ACTIVITIES

- Founder and advisor - [Greater Richmond Enterprise Portfolio Management Office Local Interest Group](#) within the Central Virginia Chapter of the Project Management Institute
- Project Management Institute (PMI) – Presenter, Financial, Risk Management and Portfolio Management Special Interest Group Member
- Project Management Institute – Organizational PM Maturity Model team member
- Software Engineering Institute (SEI) – SEI Member and Presenter

OTHER ACTIVITIES

- Board Director, Secretary & Former President, Westlake Home Owners Association (2014-current)
- Board of Directors and President Emeritus, [Richmond Triathlon Club](#) (2007-2011)
- Board of Directors, Operations and Race Team, Richmond Multi Sports (2007-2010)
- USA Triathlon Association (current)
- National Ski Patrol, Senior Patroller and Emergency Trauma Care Instructor (1988-2001)
- National Eagle Scout Association (current)

REFERENCES

- CGI
- CIBER
- University of North Carolina Health Care System
- City of Richmond
- Kentucky Farm Bureau
- Circuit City
- Additional written references may be found at <http://www.jackcrowley.com/html/crowley/resume.htm>