**VP/CIO/Sr. Director -** Project Management Institute (PMI) certified Project Management Professional (PMP)with over 23 years’ program management experience. Develops and executes a shared vision for achievement of organizational goals and objectives, with energy and enthusiasm for meeting and exceeding stakeholder expectations. Has readily assumed the role and responsibilities as the trusted Executive with high profile state and federal clients. Being creative and business savvy, while bringing breadth and depth of knowledge to the executive team has the vision to see the big picture. Manages and has had success with some of the most complex/high dollar projects in the US. Brings the awareness to see risks and prevent crisis and has the drive to roll up the sleeves to always get the job done.

Has executed full lifecycle of projects including RFP proposals, scheduling, estimating, budget formulation/execution, contract management, financial management, resource management, risk management, SDLC, performance monitoring (EVMS), change management, equitable adjustments and project closure for Total Project Costs over $200M, for total budgets over $2B and for enterprise portfolio management systems in the hundreds of billions. Has directed teams over 100 employees and over 30 venders at one time. Has managed remote and oversees teams.

**Summary Profile**

* Tripled the size and budget of the last major project within one year.
* Personally know most directors and federal benefit and waiver business owners within CMS Medicaid in Woodlawn, MD.
* Successfully grown new business for a major consulting firm.
* Has organically grown business with most tasks.
* Successfully developed, cultivated, and maintained positive relationships with state and federal clients and potential new customers to develop additional business, as well as ensure outstanding customer service
* Directed business development efforts to drive increased revenue and profit to achieve growth targets.
* Forecasted sales targets and directed a portfolio of project teams to ensure they met targets.

**AWARDS and SPECIAL RECOGNITION:**

* Provided oversight to $250MM project recognized as a finalist at 2012 PMI conference for ‘Project of the Year’ including recognition of traceability matrix utilized per my direction.
* Received Bechtel "Gold Award" for completing project ahead of schedule, substantially under budget, saving the DOE and taxpayers over $1.2 million annually in operating and maintenance costs.

**APPLICABLE EXPERIENCE:**

* **State Medicaid systems experience:** I will leverage the following relevant experience and expertise as PM, technology trusted advisor and architect to manage the project:

Medicaid/CHIP, TANF, SNAP, WIC, PPACA, and Social (Mental/Substance) work in 12 state's Medicaid Management Information Systems (MMIS) and Eligibility systems, including:

|  |  |  |
| --- | --- | --- |
| * + South Dakota | * + California | * + Oklahoma |
| * + Connecticut | * + Idaho | * + New Mexico |
| * + Vermont | * + Louisiana | * + Nebraska |
| * + Arkansas   + Michigan | * + Wyoming | * + Washington |

* **Federal Medicaid systems experience:** I will leverage the following federal experience and expertise for Medicaid MMIS systems:

Medicaid and CHIP Business Information Solutions (MACBIS) system:

* + MACPRO: Contains all Medicaid/CHIP Benefit and waiver plans for all states
  + TMSIS: Will contain all MMIS/MSIS pertinent information for all states
  + Pharmacy/Medicaid Drug Rebate: Contains all Medicaid approved drugs, drug rebate, Labeler and state utilization information.
  + Knowledgeable of most CMS Medicaid systems to be sun-setted in the next few years.
* **Vendor solution experience:** I will leverage the following experience and expertise with Medicaid MMIS solutions:
  + eCAMS - CNSI
  + QNXT
  + Curam – IBM
  + HP Services
  + Xerox
  + WiPro
* **Federal data warehouse, quality, dashboard, standards an compliance component experience:** As an experienced Project Manager, architect and Medicaid Subject Matter Expert, I have hands on knowledge of and experience with:
* Project Management Body of Knowledge (PMBOK)
* Data warehouse, data marts and dashboards
* Provider Enrollment
* Member Eligibility
* Waiver Management System (WMS) – Benefit Plans
* Medicaid Statistical Information System (MSIS)
* Medicaid Information Technology Architecture (MITA 2.0 and 3.0) and certification
* MMIS Claims processing, Managed Care, Prior Authorization, Imaging, Correspondence, ID Cards/EBT Cards, POS devises, Call Centers, Reporting, Work Management
* Data Center setup
* PPACA Seven Standards and Conditions
* State HBE, RX and Eligibility and Enrollment systems
* HIPAA X12 EDI transactions and HL7
* HIPAA Compliance
* Early Periodic Screening Diagnostic Test (EPSDT)
* Medicaid and Children’s Health Insurance Program (CHIP) Budget Expenditures System (MBES/CBES)
* Medicaid Drug Rebate (MDR)
* Drug Data Reporting for Medicaid (DDR)
* Requirement systems: Requisite Pro, ALM, Dynamic Object-Oriented Requirements System (DOORS)
* NIST 800
* ISO 9000 compliance and certification
* CMMI Level 3 certification
* UAT
* Transition and implementation checklists
* 508 Compliance
* CMS XLC, Gate reviews, CCIIO engagement and personally know many of the federal Medicaid business owners.
* Agile (SCRUM, Rapid Prototype, SAFe, LEAN) and waterfall execution
* **Staffing experience:** I will leverage my staffing experience gained recruiting and mentoring staff for companies such as Xerox and First Data.
* **Schedule timelines and budget project costs.** I championed a Medicaid/CHIP outline (for all 54 authorities) and created a roadmap for the federal MACBIS project, have been responsible for project budgets and costs for 23 years and have assisted states with their Medicaid IAPDs and the federal government for their budgets.
* **Design and maintain technical and project documentation**.
  + Responsible for Federal Reporting to DOE, corporate, and Federal Congressional reporting, Requirements, Roadmaps, tracking Key Performance Parameter (KPP) and risk register tracking, budget formulation (for projects over $100MM) and reporting as well as delivery of detailed Project Operating Plans including documenting project charters, contract management plans, and communication plans.
  + Taken initiative to identify potential new markets and services areas and worked with executive management to analyze potential ROI and Cost Benefit,
  + Has developed and implement capture strategies, supported proposal development and RFIs, and manage program execution from start to finish
  + Has personally designed, developed and tested systems, federal procedures, and has been the architect of solutions, architect of federal business processes and requirements traceability matrices.
* **Define requirements and planned project lifecycle deployment**. In my role as a senior executive, I blended in-depth understanding of the compliance issues with experience in schedule, resource, cost, change, and risk controls to create the structure and processes for an on-time and within budget program. This has involved creating roadmaps, compliance checklists, KPIs for monitoring and acceptance, certifications and reviews, requirements traceability and implementation rollout plans. I am an expert in Requirements Governance and have leveraged this knowledge in both state and federal government tasks.
* **Create Strategies for risk mitigation and contingency planning.** I am keenly aware and experienced with project risks given my experience and am an evangelist with contributing, soliciting and documenting project risks as well as leading and driving resolutions to done states. I took over project management responsibilities on a failing $40M Design, Development and Implementation (DDI) project and was able to prevent an immediate crisis, and ultimately turn around the Gartner assessed “Red” project to “Green” within 6 months. The Customer CIO later commented, “This report is, without doubt, a strong endorsement of your impact to the project. I have no doubt, that without your drive and dedication we would still be struggling and ‘drifting’ without firm project direction.”

#### Plan and Schedule project deliverables, goals, and milestones. I have initiated continuous audit processes to ensure adherence to scope and timelines, and mitigate risks. I typically work with all vendors, developers and contracting officers to ensure compliancy and completeness of projects.

* **Direct and oversee project requirements teams and managed conflicts within group.**

Experienced with BPO of components, writing and execution of contracts, KPIs, SLAs, requirements, on-shore resources, off-shore resources and management of remote teams.

An example was as the Project Manager of a 30 person project team, in a customer environment involving over 30 different contractors, BPOs, consultants, and developers, I led the Medicaid Management Information System (MMIS) implementation project Common Components for Washington State Department of Social and Health Service. On this project, I demonstrated the ability to oversee project requirements teams and resolve conflicts. I created the design process and testing traceability processes for the only CMS certified system ever to be certified with no findings. In addition, on this project I:

* + Facilitated Collaborative Application Design (CAD) and Focus groups with system stakeholders and state program directors as well as Policy and Governance meetings with his vendors.
  + Conformed to compliance standards by examining/monitoring federal and state laws, rules and regulations to translate them into understandable language. Implemented latest Enterprise Architecture practices. Followed CM, IEEE and ISO standards.
* **Identify and solve project issues.**  Over the course of his career, I have proven myself to be a problem solver with innovative approaches to achieving lasting solutions. For example, when managing the WA Medicaid Management Information System (MMIS) implementation project IBM left the project as the prime technical solutions implementer before the very first JAD session. I mitigated the situation and took an inventive approach by re-verifying requirements with the state stakeholders, created the design process, blending RUP and agile project approaches with a mix of COTS and in-house development, and created the test approach for an integrated, hybrid architecture that ultimately achieved systems implementation and certification with no findings.

**Professional Experience**

**Casto Consulting, Richland, WA** **Aug 2015 - Present**

Principle

Provided executive consulting services for business operations, process improvements, cost-cutting measures, infrastructure, hardware and software upgrades, system designs, and implementations. Working on bids for $200MM infrastructure IT contract with DOE (would serve as GM) and development contract for MACBIS RX system.

**TurningPoint Global Solutions**, **Richland, WA May 2014 – Aug 2015**

Sr. Director

Responsible for all business requirements and Director of a scope of work supporting the creation of an enterprise portfolio management system for the Department of Health and Human Services Center for Medicaid and CHIP Services (CMCS) and Office of Information Services (OIS) called the Medicaid and CHIP Business Information Solutions (MACBIS) system. The system supports a portfolio of $400B and ~70 million Americans and will include integrated and aligned Medicaid programs, operational (beneficiary, provider, health plan, and claim/encounter) information, state financial information, and program quality data. When complete, MACBIS will provide the federal government, its federal partners, states, and other stakeholders the ability to monitor, evaluate and analyze Medicaid and CHIP plan program performance as well as fraud and abuse of the program. Duties include:

* Overseeing collection of federal business requirements.
* Facilitation of JAD sessions with federal stakeholders.
* Providing research and subject matter expertise
* Providing technical guidance, including architecture for the IT solution. This involved understanding and compliance of federal protocols and advising Feds on industry standards and best practices. This also included understanding of data integration methods, the data center (VDC, AWS), ETL, OLAP, SOA, MAC-D, datawarehousing, user interface practices (for both Java and Appian), data conversation and cleansing and best architecture for the system. Led successful 2 UAT exercises.
* Championed requirements governance and set up a requirements repository (HP ALM) for all contractors and federal stakeholders to share, track and manage requirements for purposes of traceability and change management.
* Trusted Advisor to the Federal Policy Business Owners. Served as integration interface between Federal directors, system developers, and executive contract leadership and state stakeholders. Provided executive level advice on how to manage and mitigate risks with stakeholders and States. Fostered several initiatives with CMCS including re-establishing a roadmap to prioritize and complete all 50+ Medicaid authorities (benefit and waiver programs) for the system. Championed a Medicaid outline to establish the front end of their enterprise system. Lead cross-functional system discussions. Lead touch point calls with leading stakeholders and across many states on progress to foster trust.
* Responsible for managing a virtual/remote team, profit and loss and business development.
* As a business developer for TP, tripled the size of the project and funding in less than one year.
* Trained TP staff on how to collect requirements, manage requirements in a repository (ALM and JIRA) and conduct UAT.

First Data Government Solutions, Richland, WA Feb 2012 – May 2014

*(http:www.firstdata.com)*

*Director of Projects/Center of Excellence*

For multiple states, developed state-of-the-art strategies, architectures and roadmaps to modernize enterprise and transactional infrastructures and ensure full compliance with PPACA requirements. This included interfacing other state and federal agencies, health departments, insurance commissions, state CIO offices and department of human services. Managed new business, project controls information including project schedule, budget, scope and scope/contract changes for a Government Solutions portfolio.

* Defined step-by-step plans for highly customized implementations to ensure the best use of resources.
* Conducted gap analysis of current infrastructures to identify critical components for compliance with federal mandates and ROI, cost/benefit analysis to meet state’s strategic plans for long-term modernization.
* Trusted Advisor to the Board of Directors
* Other tasks include Functional/Business Process Requirements, Implementation Advanced Planning Document (IAPD) and System Request for Proposal (RFP) deliverables.
* As a business developer, successfully expanded portfolio to other states.
* Managed many projects and remote teams.

**Navarro Engineering and Research Inc. Richland, WA Mar 2009 – Feb 2012**

***(****http://www.hanford.gov/)*

***Sr. Project Manager, Dept. Of Energy Hanford***

Reporting to Federal Executive Management, given senior management accountability for compliance of $1.6B+ in projects (each project averaging over $100MM), as part of the American Recovery and Reinvestment Act (ARRA) stimulus program at DOE. Responsibilities extended to near term and out-year planning and budgeting, performance tracking and closure of projects, contractor performance monitoring, DOE/IG/GOA audits, Federal Reporting to DOE corporate and Federal Congressional reporting, and Project Operating Plans.

* Interpreted Federal Requirements. Blended in-depth understanding of the compliance issues with experience in schedule, resource, cost, change, and risk controls to create the structure and processes for an on-time and within budget program. Drove completion of projects with a well-constructed methodology as this matrix shows:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Planning | Budget | | | Probability | |
| Monitoring | Tracking | | | Awareness | |
| Adjusting | Respond | | | Mitigation | |
|  | Schedules | Resources | Cost | Change | Risk |

* Became a trusted advisor to senior management for analysis and interpretations, and projection of future needs and strategies to successfully accomplish, transmit, and communicate results. Worked at executive and director level to define and execute all performance parameters for projects.
* Performed a continuous audit process to ensure adherence to scope and timelines, and to mitigate the risk of project failures. Worked with all Hanford vendors and contracting officers to ensure compliancy and completeness of projects.
* Wrote procedures for project closure, a first-time process at DOE. Performed all project closeout documentation and assessments. Provided guidance for Richland Office Critical Decision 4 (project closure).
* Directed implementation of a traceability matrix for testing (like in software) for the 200 West Pump and treatment project (a $250MM project) to track maturity and completion of construction components and treatment processes.
* **Was project finalist at the 2012 PMI conference for *‘Project of the Year’* that included recognition of the traceability matrix he directed along with an on-time an under budget project completion.**
* Provided best practices guidance for configuration management of project control metrics.
* Wrote Project Operating Plans including documenting project charters, contract management plans, and communication plans.
* Performed budget forecasting/estimating for $25B portfolio.
* Ensured compliance requirements were met for $1.6B+ projects.
* Provided comprehensive project summaries to readily comply with Congress’ reporting requirements. Included summaries for a clear understanding of where the monies were applied.
* For DOE’s CFO, successfully completed the checklist process that validated phased completions of projects needed to release funding.
* Turned one six-month contract into two contracts lasting three years.

**Affiliated Computer Services (ACS) (XEROX) Government Solutions LLC, Cheyenne, WY Apr 2008 – Jan 2009**

*(http://www.acs-inc.com/pages\_exp.aspx?id=234)*

***Program Manager***

Brought in to develop a viable turnaround plan for a 7-year project with 3 failed UATs, $40MM implementation of a state Eligibility/Benefits System for the State of WY.

* Turned a Gartner assessed “RED” project to a “GREEN” project in less than 6 months.
* Provided leadership and direction for 90 in-house and outsourced (India) resources. Restructured teams, after analyzing workflow and assignments, to ensure efficient/cost effective operations.
* Product manager
* Covered MMIS, Eligibility, TANF, SNAP, LIEAP, WIC, Mental/Substance
* Trusted advisor to senior state project leads.

**Client Network Services Inc. (CNSI), Olympia, WA Feb 2005 – Dec 2007**

*(http://www.cns-inc.com/solutions)*

***Project Manager Common Components, Systems Architect***

Directed DDI teams (~30 employees) and contractors (~10 vendors companies) for a majority of a $179MM Medicaid Management Information System (MMIS) implementation project for Washington State Department of Social and Health Service.

* Led 13 concurrent projects.
* Responsibility for budget, schedule, technical decisions, and negotiation of all vendor and COTS solutions.
* Tailored agile and business processes for deployment of a hybrid architecture of in-house development and COTS solutions to receive best ROI.
* Facilitated Collaborative Application Design (CAD) and Focus groups with system stakeholders and state program directors.
* Created the design process and testing traceability processes for the only CMS certified system ever to be certified with no findings.
* Conformed to compliance standards by examining/monitoring federal and state laws, rules and regulations to translate them into understandable language. Implemented latest Enterprise Architecture practices. Followed CM, IEEE and ISO standards.
* Claims processing, MMIS, Eligibility, TANF, SNAP, LIEAP, WIC, Mental/Substance. Imaging, Correspondence, Compliance

**Benton/Franklin Access to Care Start-Up/MIS Manager. 2004 to 2005**

Managed a grant-funded community project to redirect non-emergency patients to facilities designed for long-term healthcare management. Provided care for community under 200% poverty caught between Medicaid and Medicare. Primary population was underprivileged, non-english speaking, Mental/Substance.

**Casto Consulting, Program Manager/Consultant. 2001 to 2004**

Provided consulting services for business operations, process improvements, cost-cutting measures, hardware and software upgrades, system designs, and implementations.

**Tracker Business Systems, Inc., Chief Compliance Officer, Systems Architect. 2001 to 2002**

Groomed to become the president of a 100 employee, $32MM company before 9/11 disaster and subsequent economic downturn. Helped executive team make the final decision to close the business. Worked with stakeholders and Board of Directors. Worked with leaders to find employees new jobs. Lead state and federal compliancy for the company. Directed IT projects.

**Robotics Technology Systems (RTS)-Enabling Technology Inc. (ETI), Richland, WA 1998 to 2001**

***Hanford Contracts Manager***

Managed Hanford contracts and software training budgets for employees in a matrixed environment. Provided software engineering support on company-designed and marketed software such as C14 Laboratory Information Management (LIMS) system, AST analytical sample scheduling and tracking software, financial software and E-Produce produce tracking and packaging software.

* Worked with vendor to create a front-end system for product. Enabled shared access to the integrated data in the environmental information system (environmental, waste management, and Geographic Information Systems) that I helped create at Hanford.
* Enabled engineering team to easily interact with the geospatial data, work with the sample data management process, and share the data with other interested parties.
* Developed software to automate the process of validating samples from laboratories.
* Identified an inefficient and costly process for sampling wells. Conducted ROI and cost/benefit analysis to remove deficiencies, saving millions in taxpayer dollars due to over sampling of wells.
* Managed and developed Occupational Health facility records repository, Drug formulary, Mental/Substance system and L&I worker tracking systems.
* Personally won new business with a National Laboratory.

**Environmental Restoration Contract (ERC) for Department of Energy (DOE) Bechtel Hanford Inc.**

**Hanford Nuclear Reservation, Richland, WA 1993 to 1998**

***Data Management Operations Lead, Lead Developer***

Directed project and worked hands-on to analyze systems, streamline processes, discover cost-cutting measures, and design applications. Developed many systems that are still in operation today.

* Created and implemented an environmental information system to track waste samples for a Superfund site. Gathered, stored, and linked samples to constituents, analytical methods, projects, and laboratory contracts.
* Led projects to reengineer and integrate the environmental and waste management systems with spatial data to create a visual representation of Hanford’s subsurface.
* **Received "Gold Award" for completing project ahead of schedule, substantially under budget, saving the DOE and taxpayers over $1.2 million annually in operating and maintenance costs.**

**Technology Skills**

|  |  |
| --- | --- |
| **Management:** | Program Management, Profit/Loss, Risk Management, Cost Management, Contract Management (internal/external/international), Earned Value Management, Change Management, Employee Management (SAP MSS/ESS), Employee evaluations (ranking Authoria), Operations Management and Budgets Control in excess of 1 billion dollars. EVMS, Cost Estimating, MII, GoldSIMS, IPABS, MSProject, Primavera (P6), IPABS, MSOffice Professional Suite, Contract/RFP/procedure writing skills |
| **Analysis:** | Feasibility Studies, Cost/Benefit, Gap Analysis, Needs assessment, NIST security assessments, MITA assessments, 7 S & C assessments, XLC Assessments, Rational Unified Process (RUP), Agile, MSF, Performance Measures, BPR, UML Use Case Scenarios, , Data goodness, trends and modeling, Point of Contract (POC) Modeling, Statistical Process Control, Automated systems analysis, Test cases, Technology Evaluations |
| **Security/Privacy:** | NIST, DOE. XLC, and HIPAA cyber security standards implementation, password complexity, NT Authentication, SSL, File encryption, CheckPoint VPN, McAfee Defence, Panda |
| **Enterprise Architecture:** | SOA, Zackman, MITA, MECT, MAC-D, TOGAF, 8Omega, Rational, Agile approaches |
| **Network familiarity:** | AWS, Cisco, VDC, DDS, HLAN, DNS, DHCP, VPN, VPC, Data center setup/ops |
| **Languages:** | .net, VBA, PL/SQL (triggers, loaders, procedures), SQL, SQR, Visual Basic, Delphi, Java, ClearCase. CM performed in Visual Source Safe |
| **Databases:** | Oracle, SQL Server, SAP, MSAccess, Ingres, Paradox, FoxPro, Interbase, Dbase, SAP/MySQL, Sybase, DB2, data loaders, triggers, procedures and ETL |
| **Reporting/Procedure/**  **Application Development:** | Oracle, Oracle Forms and Reports, MSAccess, Appian, Discover, Crystal Reports, Cognos, Microstrategy, Actuate, VB, Delphi, Uniface |
| **Phone Systems Design:** | NEC, 3Com, Avaya, Avaya CTI, IVR vectors, Seibel Call Management |
| **Interfaces/transactions:** | Autosys, Informatica, Websphere, EDIFecs, HIPAA transactions, Clearinghouse management, state/federal interfaces (Medicaid, TANF, SSN, FNS), Webservices (e.g. eCAMS WSDLs, @dvantage WSDLs), AWS clouds |
| **Enterprise Management Tools:** | ETL, Rational, Designer, Developer & Enterprise Manager for Oracle, TOAD, DBArtisan, Enterprise Manager for SQLServer, PowerBuilder, Visual SourceSafe and IBAdmin |
| **Case Tools/Flowchart:** | Rational tools (Rational Rose, ReqPro, ClearCase), ORA Designer, ERWin, IBAdmin, MSVisio and ABC Flowcharts |
| **Operating Systems:** | All MS Windows client and server, Mac, DOS, UNIX |
| **Requirements** | Rational, ALM, DOORS, JIRA, Confluence |
| **Financial Software:** | Oracle Financials, Great Plains, PeachTree, GERS (ACS), First Data and Spot Check POS/terminal devices, Mag-ID card processing and design, EDI transactions, Mobile solutions |
| **Medical/Eligibility**  **Support Software:** | Medical billing, EMRs, HCAP and AR software, MMIS Claims, eCAMS, EDIFecs, GenTran, SpotCheck Eligibility POS. @dvantage Eligibility system, Cordicon rules engines, Oracle and Java rules engines, MediSoft, Millbrook, TheraScribe, SoftMed, GE, Medical Scheduling and Occupational Health Management. Systems, Patient Chart tracking, Case Management, SOAP Notes, HCFA-1500, UB-92, some ANSI, NSF 3, All HIPAA EDI X12N transaction formats, HL7 |