Subeera Surjit Singh, PMP

[subeerasingh@gmail.com](mailto:subeerasingh@gmail.com), cell phone: 571-243-5371

**Summary**

Subeera is a seasoned business professional with Project Management Professional certification and 14 years (State/Local Governments) experience in managing, advising and delivering large cross-functional strategic customer service/experience, business transformation/implementation initiatives, with emphasis on Business and IT Strategy, IT Product Development, Project Management, Program Management, Vendor Management, Change Management

**Core knowledge and Skills**

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| * Program and Project Management | * Vendor Management |
| * Vendor selection (RFI, RFP, SOW) | * Change Management, Communication & Marketing |
| * Business Analysis and Subject Matter Guidance | * SDLC and Agile methodologies |
| * Business Process Modeling and Redesign | * Release and Configuration Management |
| * Data Warehousing and Business Intelligence | * Diplomatic skills to resolve conflict |
| * Design and Strategy Development | * Excellent written and oral communication skills |
| * Market Research, Feasibility Study | * Mentoring and coaching team members |
| * Risk Mitigation and Gap Analysis | * Experience advising, working with senior leadership |

ActiveNet Cloud-based Online Registration and Reservation System, Basecamp, Hyland OnBase Document Management System, Hyland OnBase Electronic Plan Review, SunGard Banner, Oracle Discoverer, TOAD, Cognos 8, SQL, PL/SQL, C/C++, XML MS Project Server 2007, SharePoint 2007, MS Office, OASIS

**Education & Certifications**

Project Management Professional (PMP), May 2008

**Project Management Institute (PMI)**

MS in Information Systems, January, 2003

# George Mason University, Fairfax, VA

Bachelor of Engineering, Electrical and Electronics Communications, Spring 2000

## Thapar Institute of Engineering and Technology, Patiala, Punjab, India

**Work Experience**

Sr. Project Manager January 2017-Present

ICF Consulting, Fairfax

Children’s Bureau, Health and Human Services, DC

*Lead and manage team of 11 ICF team members providing technical assistance to Federal teams at Department of State Systems (DSS) for multiple child welfare projects – National Youth in Transition Database (NYTD), Adoption and Foster Care Analysis and Reporting System (AFCARS), Comprehensive Child Welfare System (CCWIS), National Information Exchange Model (NIEM). Provide technical support to Federal teams working with states and tribes to oversee child welfare projects as per the CCWIS regulations.*

* As Project Director manage team members’ assignments on the contract that provide support to different Federal projects
* Provide technical support to the Federal analysts working with various tribes and states to review and assess the submitted PAPDs, IAPDs, RFPs, APDs and other documents required as per the regulation
* Review and edit technical assistance documents to be provided to states and tribes for child welfare, including white papers, technical assistance papers, Information Memorandums and other communication documents
* Provide assistance to Federal team for setting up the CCWIS review process to assist tribes and states with child welfare development projects
* Provide support to Federal team for on-site visits to review and monitor on-going CCWIS projects
* Lead Agile Workgroup for ICF team members on the contract to assist team members develop Agile project management skills
* Manage project budget
* Providing support to development projects by coordinating activities between development team and program office
* Lead status update meetings for ICF and Federal teams
* Review and develop monthly status reports submitted to Federal COR
* Provide Waterfall and Agile Project Management methodology expertise on the project

Sr. Project Manager/Program Manager January 2016-Present

Department of Information Technology, Fairfax County Government

*Working on County’s Diversion First program that diverts individuals with substance abuse and/or mental illness from incarceration and provides them community based services. This program involves Police, Fire & Rescue, Sheriff’s Office, Department of Health and Human Services, Courts and Magistrate’s Office. This program complies with the nation-wide Stepping Up Initiative and White House’s Data Driven Justice Initiative that encourages governments to use data-driven strategies.*

* Led initiation and planning of pilot project
* Evaluate and recommend technology solutions for full implementation of the Initiative
* Assist the program team to identify and document program evaluation measures and benchmarking criteria
* Research and work with other jurisdictions to learn about their programs and the data measures being used for program evaluation
* Identify and document data elements being captured by the information systems of the various agencies involved
* Document and recommend program evaluation measures and benchmarking criteria

Department of Family Services (DFS), Health & Human Services (HHS), Fairfax County Government

Department of Information Technology, Fairfax County Government

*Sr. Project Manager for DFS’ project to consolidate three case management systems FAST, CPSI2 and FCAS into one system with one database. These three locally developed and maintained case management systems capture data of children that are referred by child protective services, children placed in foster care and family information about foster care providers. In addition, staff uses the State of VA application, OASIS, to enter same data. This system of record will populate parts of the new system. The objectives of this project included developing a new case management system to meet the needs of the staff, implementing a security model to limit access to data and provide reports to be used by staff to report to State and Federal governments.*

* Led a team of users from different groups at DFS that provide foster care, child protective and adoption services; Documented business requirements for case management system
* Led requirements gathering and analyses sessions along with the Business Project Manager. Met with business users weekly to understand their business needs
* Identified gaps between the State system and each of the three local systems. Identified the critical needs of the business users to assist in the initial design of the new case management system
* Identified risks in mapping the local databases to the State owned database
* Documented risks associated with each of the project approaches and suggested risk mitigation strategies
* Proposed and documented different project approaches to complete the project
* Documented needs for cross-agency data sharing to assist various groups in their daily tasks and reporting needs
* Led data mapping sessions to identify data elements in the local databases and mapped to the State owned database. Documented data elements common between each of the local databases and State owned database
* Documented critical reports required by each of the groups to report data to Federal and State governments.
* Identified critical requirements and data elements for the Database Design phase
* Generated project documents for senior management and project team
* Participated in Human Services Roadmap project to review and identify multiple systems that can be consolidated

Sr. Project Manager July 2014-December 2015

Montgomery County Department of Recreation (MCRD), Community Use of Public Facilities (CUPF), Montgomery County Government (MCG) AND Maryland-National Capital Parks and Planning Commission (M-NCPPC, Montgomery Parks)

*Project won the 2016 NACO Achievement Award for an Outstanding Program.*

*Sr. Project Manager for implementation of ActiveNet application for MCRD, CUPF and Montgomery Parks: Led the collaboration of 3 different agencies into one software application that supports set up for one entity, transitioning agencies from local client-based system to cloud-based online application. Led and managed set up of business and financial policies, procedures and processes for three agencies. Managed coordination of Change Management, Communications & Marketing initiatives to support business users, technical team and finance team to ensure successful implementation in a span of 12 months. Led the Governance Group, Communications Group, Marketing Group, Enterprise Resource Planning (ERP) and Finance Teams. Acted as Lead System Administrator to set up system configuration. Provided regular updates to the Project Sponsors’ Group including Directors of all agencies involved; Coordinated and provided status updates to vendor’s Senior Management team*

* Documented business requirements of 3 agencies, understanding their business needs to provide programs, camps, activities and rental facilities to customers; earning $10M in revenue annually for the County
* Documented business needs for MCG’s Subsidy Program that provides financial aid to low-income families to assist them in purchasing activities, memberships and rentals for their families at affordable prices. Assisted with changes to the existing process for Subsidy Program based on the system functionality
* Documented needs for cross-agency marketing and promotion of programs and facilities, in turn increasing online transactions at projected 50% annually
* Managed system configuration, business process changes, change management initiatives, communication and marketing efforts, system development by vendor to follow project schedule
* Identified business policies, procedures and processes across multiple agencies that required change to accommodate the set-up of brand ActiveMONTGOMERY, one-stop-shop for resident and non-resident customers allowing cross-agency registrations, reservations and refunds at any of the 200+ participating locations
* Managed discussions and negotiations among different agencies to work towards common policies, procedures and processes. Utilized business analysis and diplomatic skills to resolve conflict among members by providing strong data analyses and business cases to assist in effective and informed decision making
* Escalated issues to Project Sponsors’ Group when the Governance Group was unable to reach a consensus. Escalated issues to vendor’s Senior Management team when appropriate. Coordinated meetings with vendor’s Senior Management team and Project Sponsors
* Led and managed data entry by vendor’s teams for the initial system set-up
* Utilized Basecamp as the primary tool for sharing project documentation, communication with both the client team and vendor; and for managing project schedule and deliverables
* Led the system configuration, with settings impacting all 3 agencies, to support one set of business and financial policies, procedures and processes. As Lead System Administrator set up system configuration for go-live
* Developed the addendum to Letter of Agreement (LOA) outlining all agreed upon policies, procedures and processes for all agencies
* Led for testing system functionality, analyzing the impact of system configuration to different agencies, documenting and presenting to the Governance Group for informed decision making
* Led for conducting gap analysis between the existing system CLASS and ActiveNet; identified, documented and prioritized enhancements and issues; managed vendor product team to follow project schedule and provide deliverables in timely manner
* Led testing of new enhancements and fixes; documented issues and provided to vendor product team
* Managed and Led set-up of ERP interface as per the requirements of County’s and Parks’ Finance teams for the respective ERP systems to support the reconciliation process
* Worked with County Finance Team to identify reports for financial reconciliation that involved receiving revenue from Active and dispersing amounts to the 3 agencies
* Developed the ERP Interface Policy document to ensure timely and coordinated upload of data to the ERP system
* Coordinated development of Finance Memorandum of Understanding (MOU) between Finance Departments of Montgomery County Government and Montgomery Parks to support timely and accurate reconciliation process along with transfer of funds from County to Parks
* Coordinated both internal communications to staff and users and external communications to customers; Outlined new system features, highlighting benefits in communications to assist with easier acceptance of change by both staff and customers
* Coordinated communication among business users, technical users and finance teams assisting all users involved in making informed decisions as related to business processes and technical configuration of the system
* Managed and coordinated Customer Focus Group to test ease of use of new system functionality and to provide feedback in a survey
* Coordinated purchase of new hardware and peripherals to support new web based application; Worked with each agencies’ technology departments to ensure that hardware was upgraded as per requirements defined by vendor; Coordinated timely installation of hardware by agencies’ Technicians
* Worked with vendor Account Manager and Project Manager to ensure timely purchase and delivery of peripherals

Sr. Project Manager Aug 2011-March 2014

Department of Technology Services (DTS) for Department of Environmental Services (DES), Arlington County

*Sr. Project Manager for implementation of OnBase EPlan Review solution at Development Services Bureau, Department of Environmental Services, Arlington County: As part of the Business Transformation Initiative, managed and supported the implementation of OnBase EPlan Review solution (public facing application) to reduce submission of paper plans and eventually make the process paperless, documented business requirements and supported solution design to meet the business needs. Led change management for 50+ end users to support solution adoption. Led multiple cross functional teams to ensure on-time delivery of milestones. Supported business users and technical team towards successful completion of project. Provided status updates directly to Project Sponsors, Director and Asst. Director of DES.*

* Identified and documented business requirements for civil engineering plan review and approval process. Documented As-Is business process and created Business Flow diagrams
* Convened meetings and discussions with cross-functional teams of more than 50 different DES’ staff members and customer focus group comprising of representatives from 4 major engineering firms
* Assisted DTS staff members configure the solution. Assisted in understanding business process and business rules for solution design and configuration. Documented business and functional requirements
* Worked with DTS and DES to identify and mitigate risks
* Performed gap analysis on the solution to identify changes required for civil engineering plans. Documented and prioritized enhancements and issues for vendor based on requirements for go-live. Vendor provided the suggested changes as product level changes
* Performed unit and integration testing of solution configuration and documented tasks and issues
* Tested new changes and enhancements provided by vendor and documented issues. As part of Release management performed Quality Review
* Prepared test cases and test scripts for User Acceptance Testing (UAT). Led County wide UAT for solution configuration. Developed test conditions
* Assisted in designing and implementing interaction of implemented solution with other software application as part of the Enterprise Service Bus
* Prepared documentation for DES users and external customers
* Provided on-site (ILT) and web-conference based (WBT) training to DES users and external customers for both client and customer portal; Prepared Job Aides (training and instructions manuals, video training clips) for users and customers to sustain the existing customer service model
* Communicated changes to internal users and external users (customers) through conferences, meetings, information on the website, email communication to users and stakeholders, prepared announcements for County newsletters and publications
* Coordinated Customer Focus Group for feedback and documented enhancement requests for vendor. Tested and validated enhancements to Portal. Led Customer Focus Group testing and documented issues and changes
* Manage timelines for project deliverables from vendor according to project schedule
* Support DES leadership with Budget setup, variance tracking and reporting for DES’ budget team as part of management reporting and budget reporting
* As a team member of County wide RFP for permitting system, evaluate and select COTS solutions to meet business needs
* Generated Standard Operating Procedures (SOPs) for internal and external users for electronic plan review and approval. Developed Business Flow diagrams to assist users
* Prepared executive level presentation for the County Board and County Manager to highlight the changes and the accomplishments of the department through successful completion of the project

*Led the Business Transformation Initiative at Development Services Bureau, Department of Environmental Services, Arlington County: Directly supported DES’ senior leadership to map the As-Is business process, perform analysis and recommend changes related to business process, organization and technology. The intent of this initiative was to reduce review time, reduce the number of submissions for plan review and approval and to improve the overall customer service experience. Managed multiple projects involving web development, technology implementation, process re-engineering, re-organization. Experience with MIS and other computer applications.*

* Mapped the business process for civil engineering plan review and approval process for Development Services Bureau. Prepared a process mapping document for DES senior leadership using Visio. Identified the strengths and weaknesses of the process. Developed Business Flow Diagrams
* Led a cross-functional team of 50+ staff members that included Bureau Chiefs, Reviewers, Plan Review Coordinators. Convened various information sessions (group and individual) to gather information for process mapping.
* Prepared a survey to help DES’ staff to anonymously make recommendations for making improvements. Documented comments and suggestions from DES’ staff to improve the business process and presented results to senior leadership
* Performed analysis of the As-Is process, identified the weaknesses and made recommendations for process improvements, organization and infrastructure changes; and new technology recommendations
* Led a focus group of Key Reviewers from different Bureaus of DES to recommend a new process and defined Service Level Agreement (SLAs) for review and approval of civil engineering plans.
* Identified risks and defined risk mitigation strategies. Prepared risk mitigation plan. Generated SOPs for plan review
* Recommended organizational changes (a new Plan Review Coordination Group) to support the new process and technology. Generated the communication plan and supported the Change Management
* Assisted the senior leadership in selecting new commercial off-the-shelf (COTS) technology solutions and custom applications – Customer and Paper Tracking System (CPTS), Hyland’s ePlan Review Solution (public facing application) and PlanGrid (app for iPads)
* Gathered requirements to configure CPTS, a customized solution, for DES to track paper plans and review times. Acted as a liaison between DES and Department of Technology Services (DTS) and helped convert business requirements to technical specifications.
* Trained Plan Review Coordinators and Reviewers to use CPTS. Led the testing of the solution by creating test cases
* Led the technical solution design for CPTS. Working with DTS technology staff to assist in development of new functionality for CPTS and led the User Acceptance Testing (UAT) to approve new additions for production instance. Acted as a liaison between technical team and business users
* Prepared test cases and test scenarios for users to test the new customized solution. Develop test conditions for UAT.
* Led testing for Quality Assurance as part of Release Management
* Gathered requirements for reports to be generated and documented requirements for technical staff
* Assisted Plan Review Coordination Group and Facilities Management in selecting a new space reconfiguration solution to accommodate better organized workspace for the team and better storage for paper plans
* To help Customers submit complete plans, led the Focus Group to put together a Minimum Acceptance Criteria (MAC) document, related to Water, Sewer, Streets; Wet Utilities; Dry Utilities; Transportation Planning; Transportation Engineering & Operations; Fire Review; Signal and Street Lights; StormWater Management and Erosion & Sediment among other Civil and Environment Engineering disciplines
* Solicited Customer feedback and input for the new process and the MAC document through surveys and on-site information sessions. Interacted with Customers from the four major Engineering Firms – VIKA Inc., Bowman Consulting, Walter L. Philips Inc., Urban Ltd. As a part of this initiative, interviewed the Prince William County’s Department of Development Services officials to identify their business processes as part of developing best practices at DES
* Prepared and maintained all project documents for the senior leadership. Prepared Project Charter, Project Plan and Statement of Work (SOW). Use SharePoint to maintain and share documents
* Formed a Focus Group to assist the DES Communications team to make necessary changes to the Development Services website
* Participated in the Request For Proposal (RFP) for the enterprise wide Permitting System to analyze and evaluate the solutions’ functionality
* Assisted in designing and implementing interaction of implemented solution with other software application as part of the Enterprise Service Bus
* Prepared Job Aides, training and instruction manuals for users. Provided on-site training

Project Manager Aug 2006-Aug 2011

Information Technology Unit, George Mason University

*Supported senior leadership’s strategic business decisions at Mason with statistical and data analysis. Acted as liaison between technical team and business users and helped with development of an enterprise-wide data warehouse. Led senior management to evaluate and select an enterprise-wide Business Intelligence tool. Supported the newly established Project Management Office and defined enterprise wide project management practices. As a HR & Payroll Subject Matter Expert (SME) provided guidance to the technical team. Experience with MIS and other computer applications.*

* Acted as technical project management liaison for the Data Warehousing Team and convene meetings with cross-functional teams. Served as a liaison between technical team and business users; Followed Software Development Life Cycle (SDLC)
* Assisted with project management activities during data warehouse development. Worked on developing and getting approval for project charter and proposal. Identified key stakeholders and team members, developed project plan and change management plan. Assisted in identifying risks and contingency plans. Assisted the technical lead with conducting Joint Application Development sessions to gather and document requirements and identify business rules and processes. Maintained issue logs and assisted in tracking and evaluating change requests
* Developed requirements documents for data warehousing development projects. Gathered business requirements from various departments and schools, such as Office of Admissions, Registrar’s Office, Office of Budget and Planning, HR & Payroll Office, Office of Sponsored Programs, School of Management.
* Converted business requirements to technical specifications for the technical team comprising of 4 DBAs, 3 Database Developers, 1 Database Architect and 2 System Administrators
* Developed Business Flow diagrams for the various schools and departments
* Worked with PMO to set up standard online project management practice (Enterprise Project Management - EPM) using Project Server 2007 and SharePoint 2007. Develop and deliver training to users to assist them understand the basic fundamentals for project management. Generated SOPs for managing projects
* As a team lead, developed training for users to understand the EMPO framework and how to utilize SharePoint to manage on-going projects. Use project management methodologies to keep track of on-going projects
* Led the data cleansing effort for the enterprise wide data warehouse, to ensure data met with Virginia state guidelines.
* Project Manager for a university-wide initiative to evaluate and select an industry recognized BI Tool. Followed project management practices and methodologies to keep project on track
* Generated RFI for vendors. Led information sessions and evaluation of the vendors. Pre-qualified vendors for participation in RFP
* Convened requirements gathering sessions and documented requirements and BI tool evaluation criteria. Generated competitive bid RFP with detailed requirements based on VITA guidelines
* Documented business and functional requirements for different schools and offices based on their business needs
* Documented evaluation criteria and generated proposal review decision matrix with weights and ratings. Led evaluation of responses, tool evaluation and selection
* Documented performance metrics and design specifications
* Generated Statement of Work for the final contract
* Solution design and architecture (hierarchical process, data flow models) project scoping and pricing estimates for BI solution implementation,  negotiate SOW and pricing agreements with vendors
* As a part of the Data Warehousing Team support George Mason University with Reporting and Data Analysis for the entire university. Worked on data required for the public facing applications
* Interacted with Information Technology Unit to define business and technical requirements for evolving needs of GMU HR & Payroll Office, Finance and Budget, Office of Sponsored Programs
* Developed reports to assist senior management at Office of Budget and Planning and HR & Payroll Office with planning revenues and expenses for all institutional operations; fiscal analysis; support for unit-level budget development and analysis
* Supported senior management at the Office of Sponsored Programs (OSP) with data analysis and reports for developing proposal budgets.
* Assisted GMU HR & Payroll Office, Finance and Budget, Students and Admission Offices to define business and technical requirements to meet their evolving business needs
* Developed SQL queries to assist users with accessing and analyzing data
* Work with relational databases and assist data mart architect in entity relationship modeling, dimensional modeling
* Developed test cases and test scenarios for unit and integration testing. Led the team of business and technical users for UAT testing
* Developed support documents, tracked change requests, documented changes, maintained requirements, tests and acceptance documents for Configuration Management
* Led the team in gathering reporting requirements from business users and converting them to technical specifications. Develop requirements documents for various projects
* Provided training to users. Developed Job Aides to provide training to use the various modules of the EPR system and its reporting tools
* Generated the communication plan and supported the Change Management

Senior HRIS/Data Specialist Mar 2003-Aug 2006

Human Resources and Payroll, George Mason University

* Supported George Mason University’s Human Resources and Payroll Office with Data Analysis for senior management’s strategic policy decisions. Developed understanding of HR/Payroll business processes and policies to assist users meet state guidelines. Assisted various HR functions of Classification & Compensation, Benefits, Payroll and Employee Relations
* Assisted in setting up of HR recruitment application in the system based on policies and procedures
* As HR liaison and technical project lead define business requirements and convert them to technical specifications for Information Technology Unit (ITU) for evolving needs of GMU HR & Payroll Office
* Developed Business Flow diagrams
* Provide data analysis for senior management for policy decisions such as telework policy, housing for faculty – policies to increase work-life balance for employees
* Assist HR employees to follow state guidelines and procedures to input data in HR Banner
* Assist with the work on design and development of university’s Business Intelligence Data Warehousing initiative to help ITU meet the needs of senior HR management
* Worked with HR module of SunGard Banner. Performed testing, data entry and data verification. Experience with Banner helped me gain business knowledge
* Generated the communication plan and supported the Change Management during transition to MIS
* Project lead for training: Deliver and design training to utilize the analysis resources available to help meet users’ analysis needs for strategic HR decision making