

Benjamin Sweezy

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Mr. Sweezy is a public sector technology management industry leader, having served as the CIO of a Federal government agency and at Salesforce as an industry expert in CRM digital strategy for government. As a government technology policy expert, he earned praise from U.S. Congress and recognition by industry leaders as one of the “Federal 100” most influential voices in the government technology management community.

As the Chief Information Officer for a Federal agency (IMLS—see below), he led the establishment of a new IT management team, migration to Microsoft Azure and Office 365, and a unified digital services office--while operating at a 62% IT budget cut. Following his review of the IT management functions at the agency, the agency adopted a project-based budget for the first time ever, to implement the 90 reform projects developed to mitigate risks identified through the OCIO review. As a result, the agency migrated to a cloud-based infrastructure, reduced IT issues by 55% by adopting ITIL service management practices for help desk and customer outreach, and reduced annual cybersecurity assessment costs by 65%.

At the White House Office of Management and Budget (OMB), Mr. Sweezy developed policy, budget review, and performance management tools to direct the Federal government’s over \$80 billion spending in annual technology projects, as the program manager for the online Federal IT Dashboard of IT project performance. He established a data analytics team that rationalized IT budget & performance data collection and identified savings of more than \$3.6 billion through data-driven reviews with the leaders of government departments and IT leadership. His policy focus at OMB was on data strategy and digital strategy in the federal environment, including how agencies make innovative use of data, improve their digital presence through analysis of web traffic and social media interactions, and build digital services teams.

Areas of Expertise

Public Administration

Performance Management
Enterprise Risk Management
Legislative Relations
Government Contracting
Government Budgeting
Public Sector Procurement
Government Mgmt Supervision
Federal Agency Leadership

Technology Industry Topics

Value Based Selling
Transformation Roadmaps
Platform Strategy
Persona-based Strategy
Gov Cloud Migration
On-Prem Data Center Shutdown
Low Code Platform
App Rationalization

Software, Data, and Analytics

Dev Product Owner
SQL & ETL, XML & JSON
Tableau, D3.js
Salesforce CRM
Geospatial
KPI & Metrics
Snowflake
Drupal, NodeJS, HTML/CSS

Professional Experience

Salesforce | Raleigh, NC

February 2020 – April 2023

Director, Federal Digital Strategy

- Led the Salesforce Executive Center for Government, convening senior executive-level federal customers using Salesforce services to address common technology or business challenges in agencies. Collaborated with cross-functional account team (sales, solution engineering, customer success) on topics and agenda at Salesforce Tower San Francisco and other sites, conducting 24 events over 3 years with public sector executives from the United States, Europe, Australia, and Japan.
- Collaborated with leadership of federal agencies to apply cloud managed services and customer solutions to the agency's technical and strategic environment through IT transformation vision plans and roadmaps. Constructed CRM and platform transformation roadmaps and vision plans for USDA, TSA, CBP, HHS, and other civilian agencies and delivered continuous support to federal civilian sales leadership messaging to federal CIOs and program leaders.
- Presented to government agencies and industry groups (ACT-IAC, FCW, Evanta, FedScoop) in standalone topics and panel discussions with federal leaders, on topics such as strategies for cloud-based customer experience initiatives & federal policy.
- Developed a new sales operations KPI program for public sector go-to-market performance: configured dataflow, ETL, reports, and data visualizations to join together go-to-market support services, deal closure data, marketing campaign data, and customer success data for Global Public Sector using Snowflake, Salesforce CRM, and Tableau technologies.

Institute of Museum and Library Services | Washington, DC

February 2017 – June 2019

Chief Information Officer, Agency Deputy Director (Digital & Information Strategy)

- Managed ~30 personnel in technology roles, a mix of Federal government managers, staff, and contractors. Directed 3 teams: digital services (digital platforms and data products), research & evaluation (federal statistical products, grants program evaluation), and information technology (IT operations, cloud migration, network and device management). Directed a total budget of roughly \$6.6 million per year, split between salaries and contracting/licenses, funded by 2 federal appropriation line items.
- Developed Federal employee performance plans, position descriptions, conducted annual reviews for 9 government staff “direct reports.” Applied appropriate discretion, sensitivity to employee management topics, and agency procedures to strengthen employee performance. Led overall IT program, including revision of concepts, methods, practices, principles, and techniques to

develop, evaluate and execute a successful agency-wide IT program. Developed relevant spending plans and budgets, related OMB budget request, Congressional justification for budgets, and budget execution for overall goals.

- Led replacement of agency's legacy grants management system with modern cloud-based partner shared service. Drafted contractor request for proposal, statement of work, conducted oversight of program including developing change management milestones to support major staff outreach and support during migration to new core mission system.
- Led federal agency's migration to cloud computing, shut down legacy on-prem data centers. Led change management for affected users to transition to Sharepoint Online, Office 365, and Azure; reduced FISMA IT security assessment costs by 65%.
- Developed first multi-year data transformation strategy for IMLS, identifying IT projects to alleviate staff pain points related to legacy databases, highly manual data processing activities, and incomplete data records. Led portfolio of new data & analytics technology products, such as, *IMLS Labs*, *Library Search & Compare*, *Congressional Impact*, *Museum Universe*, *Rural Library Stats Database*. Directed vision, execution, and user outreach. Led all phases of the software development lifecycle (SDLC) for each.
- Managed external partner relationships and contractual agreements. Established agile data development blanket purchase agreement (BPA) for higher quality IT services through iterative competition. Used for replacement of legacy grants management system support. Served as the contractor representative for all IT, data analysis, and digital services contracts, including drafting statements of work, request for proposal, technical evaluation, and monitoring performance.
- Developed and managed strategic human capital planning tools for the IT team, to estimate current and future team capacity by skillset and field for upcoming initiatives. Evaluates government staff and contractor subject matter experts' availability, cost, and capacity to ensure adequate planning of resources versus agency's needs.

Incapsulate, LLC | Washington, DC

August 2015 – January 2017

Senior Consultant

- Led public sector digital transformation partnership with government senior executives (Deputy Secretaries, CIOs). Led research team for US Federal CIO Council's *State of Federal IT* Report to support the on-boarding of incoming IT leadership to US federal government agencies; led interviews with each CIO at 24 US federal agencies; analyzed performance and oversight data; authored +300-page report and presented findings to White House OMB Federal CIO and the US Federal CIO Council.
- Developed data strategy for federal government-wide cloud migration and data center optimization program managed by General Services Administration. Established community of practice; led data collection strategy, schema, and ETL/data quality tools.
- Trained global corporate resources and teams on Tableau Server and Tableau Online use for KPI and data strategy consulting engagements with public sector agencies (city, state, and federal).

White House Office of Management and Budget | Washington, DC

May 2012 – August 2015

Program Manager / Data Strategy Lead

- Won the *FCW Federal 100* award for leading collaboration with partners, system integrators, and federal senior executives for successful implementation of major changes to public sector IT policy & processes via FITARA IT acquisition reform law.
- Led IT portfolio of data systems for public sector multiagency efforts at OMB. Automated the data collection, analysis, reporting, visualization, and executive dashboard components of CIO and Deputy Secretary strategic reviews of IT transformation programs leading to over \$2 billion of realized cost savings. Led stakeholder and user engagement, overall vision, vendor contracting strategy, feature roadmap, scrum backlog prioritization. (*Microsoft SQL Server back-end pushing to MySQL, Drupal front-end, D3.js visualizations and Tableau interactive dashboards.*)

SRA International (now GDIT) | Washington, DC

February 2009 – May 2012

Senior Consultant, Consultant

- Supported White House budget preparation through review of IT portfolio planning materials from executive-branch agencies, including project plans, earned value management, key performance indicators, requirements documents, and architecture.
- Demonstrated emerging agile scrum methodology in public sector by launching a government system in 60 days. Provided XML data schema development, data rules & ETL testing, and overall business analyst role for ITDashboard.gov, a data and analytics-based transparency website of IT project performance across all Federal agencies built rapidly in Drupal and custom PHP. Led the interagency data exchange architecture and developer user communication.
- Conducted a user centered design research engagement with the Whitehouse.gov team, primarily focusing on findings from Google Analytics data review of traffic acquisition channels, content strategy, and audience strategy. Applied subject matter expert knowledge of using web traffic analysis to evaluate objectives, strategy, and content.

Blue State Digital | Washington, DC

October 2008 – November 2008

Strategy Fellow

- Performed web analytics, traffic analysis, and content strategy reviews during the 2008 campaign season. Consultant for online content and strategy using proprietary web tools, social networking, and online community analysis tools to engage target voters.

Education

University of North Carolina at Chapel Hill BA in Public Policy Analysis, Business Administration (Minor) | **Chapel Hill, NC**

MIT Sloan School of Management Artificial Intelligence & Strategy (8/23) | **Cambridge, MA**

MIT Media Lab Open Leadership Camp Inaugural Cohort | **Cambridge, MA**

Visual Display of Quantitative Information (Edward Tufte) | **Silver Spring, MD**

Presentations & Publications

Talks and Panels

- Customer Experience Summit 2022 (ACT-IAC).** Panelist, *Lessons Learned from High Impact Service Providers on their CX Journey* (11/15/2022)
- FCW Summit: IT Modernization (Federal Computing Week).** Author & Presenter, *Master Class: The Post-FITARA Agency* (10/5/2022)
- Washington, DC CIO Executive Summit (Evanta a Gartner Company).** Panel Moderator, *Starting at Customer Centricity* (5/3/2022).
- Salesforce DC World Tour (Salesforce).** Panel Moderator, *Digital Transformation in Federal Agencies* (4/12/2022).
- IT Modernization Summit 2021 (FedScoop).** Author & Presenter, *Using Data Transformation to Guide Federal Innovation* (4/28/2021).
- FITARA Forum III (MeriTalk).** Panelist, *Federal Perspective on IT* (4/4/2016).
- Jump Start Your Agency IT Transformation (MeriTalk).** Panelist (6/17/2016).
- FITARA Breakfast Series (MeriTalk)** Author & Presenter, *Next Steps in FITARA* (6/14/2015).
- FITARA Forum (MeriTalk).** Author & Presenter, *The View from OMB* (8/11/2015).

Other Media

- Podcast: American Council for Technology-Industry Advisory Council (ACT-IAC) (2022).** Author & Presenter, *ICYMI: The CX Journey of High-Impact Service Providers* <https://www.actiac.org/buzz>
- Video: IT Modernization Summit 2021 (FedScoop).** Author & Presenter, *Using Data Transformation to Guide Federal Innovation* (4/28/2021) https://www.youtube.com/watch?v=f_EKh30TjRs
- Video: Thought Leaders Series (FedScoop).** Author & Presenter, *Four Lenses of Federal Digital Transformation* (2021).
- Podcast: Carnegie Mellon University (2018).** Guest interview, *Interview With IMLS Deputy Director Of Digital And Information Strategy Benjamin Sweezy* <https://amt-lab.org/podcasts-interviews/2018/10/new-podcast-interview-with->

Publications

- Salesforce Blog (2022)** Lead author, *How to Accelerate Digital Transformation with the Technology Modernization Fund* <https://www.salesforce.com/resources/articles/obtaining-technology-modernization-fund/>
- White House Federal CIO Council (2017)** Lead author & researcher, *The State of Federal IT Report (SOFIT)* <https://www.cio.gov/resources/sofit/>
- White House Office of Management and Budget (2015)** Lead author, *M-15-14 Management and Oversight of Federal Information Technology* https://www.whitehouse.gov/wp-content/uploads/legacy_drupal_files/omb/memoranda/2015/m-15-14.pdf
- Technology Business Modernization IT-COST Commission (2017)** Commission Participant, *Accelerating the Mission: Recommendations for Optimizing Federal Technology Cost and Value in the Age of FITARA* <https://www.tbmcouncil.org/learn-tbm/the-federal-it-cost-commission/>

Mentions in Press Clippings

Federal News Network (1/1/2022) *Executive Briefing Series: Overcoming the Challenges of Delivering Digital Services to Citizens Efficiently*

<https://federalnewsnetwork.com/cme-event/federal-insights/executive-briefing-series-overcoming-the-challenges-of-delivering-digital-services-to-citizens-efficiently/>

G2xChange (2/26/2020) *Salesforce recruits rising leader Ben Sweezy to drive Federal Digital Strategy*

<https://fedciv.g2xchange.com/salesforce-recruits-rising-leader-ben-sweezy-to-drive-federal-digital-strategy>

Federal News Network (7/22/2019) *DHS, GSA, PTO execs heading to private sector*

<https://federalnewsnetwork.com/reporters-notebook-jason-miller/2019/07/dhs-gsa-pt-exec-headings-to-private-sector/>

MIT Media Lab (11/1/2017) *MIT Open Leadership Camp*. Inaugural cohort participant (photo included).

<https://www.media.mit.edu/projects/open-leadership-camp/overview/>

Federal Computing Week (5/1/2017) *White House takes on technology revamp* (References the State of Federal IT Report) <https://fcw.com/it-modernization/2017/05/white-house-takes-on-technology-revamp/228702/>

Federal News Network (4/10/2017) *White House tech leaders conduct listen, learn with federal CIOs* (References the State of Federal IT Report)

<https://federalnewsnetwork.com/reporters-notebook-jason-miller/2017/04/white-house-tech-leaders-conduct-listen-learn-federal-cios/>

Federal Computing Week (3/28/2016) *Federal 100: Ben Sweezy*

https://fcw.com/articles/2016/03/28/fed100_sweezy-ben.aspx

FedTech Magazine (8/12/2015) *FITARA's Effect on Federal Technology*

<https://fedtechmagazine.com/article/2015/08/fitaras-effect-federal-technology>

Federal News Network (8/12/2015) *OMB expects 'believable plans' from agencies as FITARA deadline nears*

<https://federalnewsnetwork.com/omb/2015/08/omb-expects-believable-plans-agencies-fitara-deadline-nears/>

MeriTalk (6/14/2015) *Tea With Tony*

<https://www.meritalk.com/tea-with-tony/>

FedScoop (6/10/2015) *Scott announces final FITARA guidance, sets goals for success* (Coverage of FITARA memo release) <https://www.fedscoop.com/scott-announces-final-fitara-guidance-sets-goals-for-success/>

FedScoop (4/30/2015) *White House releases first draft of FITARA guidelines* (Coverage of FITARA memo release)

<https://www.fedscoop.com/white-house-relases-first-draft-of-fitara-guidelines/>

NextGov (3/3/2015) *Rollout of New CIO Powers Could be 'Uneven,' DOJ CIO Says*

<https://www.nextgov.com/cio-briefing/2015/03/fitara-implementation-will-be-uneven-says-doj-cio/106593/>

Federal News Network (2/16/2015) *FITARA implementation listening tour*

<https://federalnewsnetwork.com/congress/2015/02/fitara-implementation-listening-tour/>