

## BENJAMIN R SWEEZY

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Mr. Sweezy is an experienced Director of data strategy and technology programs at large organizations, dedicated to helping organizations get the most value from enterprise and sector data. As the Digital & Information Strategy lead (and Chief Information Officer) for a \$240 million budget national agency, he led the establishment of a new information architecture, cloud computing infrastructure, and unified digital strategy office--while operating at a 62% budget cut. His background in the U.S. federal government, White House Office of Management and Budget, and the private sector makes him a proven, experienced technology leader in the public sector. At the White House Office of Management and Budget (OMB), Mr. Sweezy led the data strategy for the Federal CIO's review of over \$80 billion in annual technology projects across all Federal agencies, served as the program manager for the *Federal IT Dashboard*, and established and led an OMB data analytics team that rationalized performance data collection and identified savings of more than \$3.6 billion through data-driven reviews with agency 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 and platforms which can be leveraged by creative innovators for unanticipated uses. Finally, he has a proven track record of working with senior leaders, and through his work at OMB has led coordination of cross-functional, government-wide efforts with Deputy Secretaries, C-Suite executives across major federal agencies, and Congress. Recently, Mr. Sweezy spearheaded the Obama Administration's instructions to federal agencies implementing the landmark Federal Information Technology and Acquisition Act of 2015 (FITARA), earning [praise from U.S. Congress](#) and recognition by industry leaders as [one of the Federal 100](#) most influential voices in the Federal technology management community.

### Certification, Awards, Training

- **2016 Federal 100 Award** ([Link](#)) winner as leader of the Obama Administration's government-wide implementation of the Federal IT Acquisition Reform Act (FITARA) to improve efficiency and effectiveness of government technology
- **White House Office of Management and Budget** Outstanding Performance Award, 2016; Cross-Functional Team Award, 2015
- Tools: R, SQL, Tableau Desktop & Server, Google Analytics, MS Access, Excel, Adobe Photoshop, Illustrator, inDesign

### Experience

#### Institute of Museum and Library Services

February 2017 – July 2019

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

- Led research, digital services, and information technology for a \$300M/year government agency. Established the Digital Services team and launched a portfolio of new data products and services focused on improving internal and external stakeholders use of museum and library data.
- Managed a department of 11 staff, ranging from IT engineers to Ph.D. social science researchers.
- Commissioned
- Designed and implemented OCIO policy, processes, and portfolio turnaround strategy to address years of staff attrition and technical debt, operating at a 62% budget cut from the prior period. Led overall review of OCIO function to identify current state of IMLS practices, applicable government-wide requirements/practices, and an assessment of all gaps between the two, leading to a multi-year roadmap to address high risks that emerged. Successfully implemented the first five quarters of that roadmap, addressing information security, network configuration, mobile device security, network vulnerability scanning, and multi-factor authentication risks for example.
- Conducted a comprehensive assessment of the OCIO function at IMLS. Developed an agency-specific overall IT framework describing all the responsibilities and duties of a Federal OCIO function, synthesizing multiple recommendations from the FITARA and FISMA laws as well as OMB's Federal CIO, including the *Technology Business Modernization IT-COST* framework, OMB's *Common Baseline for IT Management*, and the *Federal Enterprise Architecture Common Reference Model*. Through interviews with all IT staff, contractors, and the agency's program offices, as well as a thorough review of the agency's enterprise knowledge management system and archives, documented the current state of the agency's IT activities/policies/procedures/services. Synthesized findings into two products: the *Current State of IMLS IT Management* and the *Current State of IMLS Information Management*. Conducted a gap analysis comparing these current state documents to government-wide policies, legislative requirements, and IT management best practices. Developed list of programmatic decisions to implement projects to address these gaps.
- Established multi-year OCIO high priority project roadmap, outlining 90 OCIO mitigation projects to address 49 key risks identified through OCIO function review. Led to the first IMLS multi-year Information Resource Management Plan and

the first IMLS project-based budget for the OCIO. These planning tools enabled more effective justification of budgeting needs, leading to a doubling of the IT budget the following year by agency senior leadership as OCIO was able to show a clear line of sight from the agency's overall objectives to specific IT investments and costs.

- Established dedicated digital services team focusing on customer-facing services, data strategy, and database/information architecture separate from traditional IT team. Led replacement of on-premises Microsoft Exchange and Microsoft Server shared drives with cloud-based Office 365. Led all customer outreach to enable a successful transition. Led information security and FISMA reporting; replaced 3rd party FISMA assessment team with a federal shared service reducing costs by 65%.
- Established *Office of Digital and Information Strategy (ODIS) Dashboard* to share regular updates with agency leadership team of status of ongoing workstreams, discrete projects, and regular operations across ODIS. Conducted regular briefings to agency leadership of the status of research, evaluation, and data collection projects.
- Recommended overall data collection and research strategy to implement newly-published agency strategic plan, defining a measurement strategy and data strategy for each agency-wide goal and objective. Recommended follow-up projects to achieve agency goals and objectives, including close integration with program offices. Based on feedback from senior agency leadership, developed highest priority items into a portfolio of projects for each fiscal year. Used this portfolio to justify overall budget requests and to execute activities each year. Grounded portfolio recommendations within budget and staff capacity constraints using a staff planning model and input from all ODIS teams.
- Established new Tier I & II help desk team, processes, and training; reduced IT service tickets by 55% over first year.
- Established vision and roadmap for complete migration from local server infrastructure to cloud computing and services.
- 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.
- Diagnosed need for radically improved communication with program offices about technology changes, their impact on offices, common workarounds, and efforts underway. Established regular messages to all agency staff and authored and presented regular presentations at meetings of all agency staff. Established dedicated account representatives from IT for each program office, embedding IT staff into regular program office team meetings. This greatly improved communication, re-established trust, and accelerated the IT team's identification of areas of improvement or diagnose issues in the end user facing IT infrastructure.
- Developed first organization-wide information architecture strategy to proactively identify digital investments to alleviate staff pain points related to legacy databases, highly manual data processing activities, and incomplete data records.
- Drafted multi-year budgeting for internal decision-making; drafted Research, Evaluation, and Data Collection budget request for Congress
- Led change management and vendor support for adoption of new core business service (replacement of decades-old custom-built grants management system with a software-as-a-service intergovernmental partnership).
- Pivoted into modern application development, replacing waterfall project planning with agile development, open source code on GitHub, open feedback mechanisms, and shared user research / UX measurement across projects.
- Completed organization-wide training on new Office 365 tools following migration from local Microsoft Exchange and Windows Server to Office 365; eliminated third-party on-premises support needs post-cloud migration.

## **Incapsulate, LLC**

**August 2015 – January 2017**

### *Senior Consultant*

- Led research team for U.S. Federal CIO Council's "State of Federal IT" to support training of newly-hired CIOs to U.S. federal government agencies; led interviews with each agency Chief Information Officer at 24 major U.S. federal agencies; analyzed 8 years of performance and oversight data from OMB around 7 major IT policy areas; presented findings to White House OMB federal CIO and full membership of the U.S. Federal CIO Council.
- Supported establishing Federal Data Center Optimization Initiative government-wide community of practice through GSA; worked with OMB to develop performance metrics, reporting requirements, and performance scorecards for all Federal agencies' data center management efforts.
- Provided performance management and IT policy subject matter expertise to the District of Columbia's Office of the Chief Performance Officer for government-wide performance metrics and web-based dashboards. Helped design performance goals, supporting metrics and key indicators, and information design for the Mayor's oversight of all city agencies and Deputy Mayors.

## **White House Office of Management and Budget**

**May 2012 – August 2015**

### *Program Manager / Data Strategy Lead*

- Recognized in [praise from U.S. Congress](#) and by industry leaders as [one of the Federal 100](#) most influential voices in the Federal technology management community for leadership of the Obama Administration's partnership with all federal government agencies implementing the Federal Information Technology and Acquisition Act of 2015 (FITARA).
- Served as executive director of the President's Management Council FITARA/FISMA Executive Working Group. Led OMB coordination with Deputy Secretaries, senior executives (CFO, CIO, etc) at all major Federal agencies, and Congress.
- Responsible for quarterly progress updates and public messaging of Smarter IT Delivery Cross Agency Priority Goal on Performance.gov. Responsible for quarterly progress updates and public messaging of Open Data Cross Agency Priority Goal on Performance.gov.
- Led OMB support of the GSA performance management "GSA Benchmarking" effort and FedStat metrics, specifically through the development of IT management metrics and the data linking between HR, IT, and financial management data from multiple sources. Provided prototyping and data model support for visualizing results in Tableau and publishing to Tableau Server.
- Developed, revised, and approved Congressional Justification and OMB Budget Requests for the E-Government Fund, a \$35 million annual appropriation.
- Drafted and defended budget proposals for government-wide IT initiatives as a part of Presidents Budget development.
- OMB's Federal CIO liaison to the Government Accountability Office (GAO), and managed all of OMB's correspondence and engagements with GAO regarding governmentwide IT reform efforts. Crafted responses to GAO investigations and inquiries, representing Administration and agency IT management efforts.
- Served as program manager of the Federal IT Dashboard, management of the IT contract supporting it, selected product enhancements and prioritized backlog items, conducted all budget and invoice reviews and approvals.
- Designed analytical studies of IT management resources, including cost-benefit analyses, quantitative analysis of key performance indicators from diverse sources, and delivered data and analysis products to U.S. Federal Chief Information Officer and Deputy Secretaries of cabinet agencies to direct changes in IT management leading to over \$2 billion of realized cost savings reported to Congress during the 2012-2014 fiscal years.

**SRA International: White House Office of Management and Budget**

**February 2009 – May 2012**

*Senior Consultant (November 2011 – May 2012), Consultant (February 2009 – November 2011)*

- Supported design and launch of the Federal IT Dashboard within 60 days, an open government and transparency web application dedicated to strengthening accountability by sharing the government's performance across 800+ major Federal IT projects with the public;
- Supported OMB oversight of Federal IT projects; developed testimony to Congress, presentations to President Obama's Budget Director, responses to Government Accountability Office (GAO), external remarks and presentations by Federal CIO;
- Use database systems to perform rigorous data standardization, analytics, reporting, and quality assurance on qualitative and quantitative data; applied advanced data processing by building SQL scripts or other tools for data processing;
- Developed a recurring sequence of SQL stored procedures to support ETL and data quality testing of Federal IT budget exhibits, identifying issues for business and policy analysts to follow-up on in an automated fashion, greatly reducing the time required to review data from over 7,000 IT projects;
- Researched and drafted analysis for the President's Budget for FY2013, President's Budget for FY2012, and President's Budget for FY2011.

**Blue State Digital**

**October 2008 – November 2008**

*Strategy Fellow*

- Strategic political consultant for constituency development and communications using proprietary web tools, social networking, and online community analysis tools to engage target voters.
- Provided research, analytical, and media-generation support to Obama for America, other 2008 candidates, and issue-advocacy groups.

**National Security Agency**

**August 2003 – August 2008**

*Intelligence Analyst*

- Stokes Scholarship Award, full tuition and stipend for undergraduate education.
- Integrated blogs, wikis, and social bookmarking platforms into NSA reporting, enhancing interagency transparency, communication and collaboration. Drafted plan to transform reporting process to leverage new platforms such as

Intellipedia, social bookmarking, and internal blogs. Award-winning pioneer and recognized expert in innovative interagency collaboration.

- Authored hundreds of intelligence assessment reports; some appeared in President's Daily Brief (PDB) and others received feedback from staff of following U.S. senior policymakers: Vice President of the U.S.; Secretary of State; National Security Council.
- Data analysis products and visualizations praised by U.S. Army training staff for clarity of communication, adopted as model examples for training soldiers deploying to Iraq. Used to assist capture of multiple terrorism suspects in Iraq.

#### **DC Data Community – Data Science DC**

**March 2012 – February 2017**

*Board Member, Co-Organizer*

- Connects and promotes the work of data professionals in the Washington, DC area. Over 6,000 data scientists, analysts, economists, programmers, researchers, and statisticians, regardless of industry, sector, or technology. ([Link](#))

#### **Education**

- University of North Carolina at Chapel Hill, 2003 - 2007  
BA in Public Policy Analysis, International Security, and Minor in Business Administration
- Visual Display of Quantitative Information (Edward Tufte), 2008
- Intelligence Analysis Development Program, 2003 - 2008