Brian Fending

Strategic technology executive specializing in governance, compliance, and product innovation

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Summary

Technology executive with 15+ years of enterprise leadership experience building scalable governance frameworks that enable business growth while maintaining regulatory compliance. Proven track record of board-level technology strategy, international expansion, and AI implementation across enterprise sectors including finance, healthcare, hospitality, publishing, and government. Expert in translating complex technical requirements into business outcomes through cross-functional leadership and stakeholder management.

Core Competencies

Technology Leadership: Enterprise Architecture, Digital Transformation, Cloud Strategy & Migration, Platform Integration, AI Governance & Implementation, Complex Systems Integration

Governance & Risk Management: IT Governance, Enterprise Risk Management, Cybersecurity Strategy, Multi-Jurisdictional Compliance (GDPR, KSA PDPL, US Data Privacy, PCI DSS), Third-Party Risk Management, Audit & Controls

Executive Leadership: Board Governance, Cross-Functional Team Leadership, Vendor & Stakeholder Management, P&L Management, Cost Optimization, Strategic Planning

Professional Experience

American Association for Physician Leadership (AAPL) | Tampa, FL and Washington, DC

Chief Information Officer | *January 2020 – March 2025*

Led enterprise technology strategy and governance for healthcare organization, overseeing business-critical platforms while maintaining enterprise-grade system reliability.

- **International Expansion:** Established IT governance frameworks supporting multi-jurisdictional compliance (GDPR, KSA PDPL, US Data Privacy), enabling 20% sales pipeline growth into new regulated markets
- **AI Governance Leadership:** Pioneered enterprise AI adoption strategy with comprehensive governance frameworks, launching pilots and then rolling out to IT, HR, and Marketing functions with Microsoft Copilot, Azure OpenAI integrations, and Anthropic Claude
- **Digital Transformation:** Orchestrated comprehensive cloud migration to Azure architecture reducing IT spend by 30% while maintaining 99.9% uptime for mission-critical platforms serving 3,000+ monthly active users
- **DevOps & Platform Development:** Integrated security controls across CI/CD pipelines and development lifecycle, establishing secure-by-design principles for customer-facing platform development
- **Cybersecurity Program:** Built comprehensive cybersecurity program including continuous risk assessment, MFA implementation, third-party risk management, and security controls testing

- **Publishing Business Oversight:** Oversaw the organization's publishing business (2022–2023), including editorial platforms, digital content strategy, and monetization aligned with learning products and member engagement
- **Executive Communication:** Presented regularly to Executive Committee and Audit & Risk Committee on IT strategy, enterprise risk posture, and compliance status

Senior VP, Information Technology | *January 2019 – January 2020*

Modernized enterprise infrastructure and established governance frameworks for scalable technology operations.

- **Platform Integration:** Led comprehensive HubSpot and Salesforce CRM implementations, establishing integrated customer data platform and automated workflow systems
- **Governance Framework:** Established enterprise IT audit, disaster recovery, and compliance frameworks aligned with COBIT standards following external governance assessment, enabling successful cyber insurance procurement
- **Custom Development:** Led custom development and extension of Salesforce CRM in response to evolving business needs, enabling deeper customer insight, improved lead workflows, and tighter integration with member engagement processes
- **Vendor Optimization:** Executed major vendor consolidation initiatives, streamlining contracts, eliminating redundant platforms, and improving interoperability while reducing cost of service delivery
- **Cross-Functional Partnership:** Partnered cross-functionally to realign IT operations with evolving organizational needs, improving service delivery, system accountability, and stakeholder transparency

Strategic Technology Consulting Practices | Buffalo, NY

Principal/Owner | *April 2010 – December 2018*

Operating as Fending Group (2010-2012), Monster Assembly (2012-2015), and MADE, Inc. (2015-2018)

Led technology consulting practices focused on enterprise architecture, governance frameworks, and complex systems integration across healthcare, government, and enterprise sectors.

- **Enterprise Architecture:** Designed world's first at-scale iPad ordering system at JFK Terminal 5, managing complex integration with legacy Micros POS systems and real-time inventory management (OTG Management, 2011)
- **Platform Development:** Built proprietary graph-based content management systems combining Neo4j and Lucene technologies for enterprise content discovery and workflow optimization
- **Cross-Platform Mobile Development:** Led mobile application development initiatives across 100+ projects spanning iOS, Android, and hybrid platforms for both startups and enterprise clients
- **Fractional Executive Services:** Delivered CTO/CIO leadership providing IT governance, compliance frameworks, vendor management, and strategic technology planning to enterprise clients
- **AAPL Engagement (2017-2018):** Served as technical POC for comprehensive HubSpot implementation and Salesforce CRM deployment, establishing integrated marketing automation and customer data platform that directly led to full-time executive role
- **Multi-Industry Expertise:** Specialized in healthcare, manufacturing, financial services, and government sectors with pattern recognition for scaling challenges and regulatory compliance across diverse

environments

CrowdBouncer | Buffalo, NY

Chief Technology Officer | *February 2013 – December 2014*

Architected API-based compliance platform for fintech startup, leading technology strategy for regulatory automation in emerging equity crowdfunding market following the JOBS Act.

- **Platform Architecture:** Designed scalable API infrastructure supporting automated investor accreditation and KYC verification for crowdfunding portals navigating new SEC regulations
- **Compliance Systems:** Built secure transaction processing and document management systems meeting financial services security standards and regulatory reporting requirements for Regulation D and emerging crowdfunding rules
- **Product Development:** Developed InvestorID, a web-based platform extending core API functionality to provide direct investor access to accreditation services
- **Technical Leadership:** Managed development teams through product development lifecycle, Series A technical due diligence, and platform pivot to RenterID for property management and tenant screening workflows
- **Regulatory Navigation:** Coordinated compliance documentation and technical requirements across evolving SEC regulations and financial services standards

Black Squirrel Distillery | Buffalo, NY

VP Product Development | *December 2012 – September 2019*

Co-founded and built craft distillery from concept to commercialization, leading all aspects of product development, operations, and regulatory strategy.

- **Product Portfolio:** Brought four unique maple-based spirits to market, managing formulation, TTB approval, packaging, and production scale-up:
  - Aged Maple Spirit: A whiskey-style spirit aged in oak and distilled from 100% maple syrup
  - Mapleshine: A clear, moonshine-style maple spirit highlighting pure sugar content and terroir
  - Ardilla Negra: A coffee liqueur made with cold brew and maple syrup, designed as a bold, lower-sugar alternative to traditional offerings
  - Maple Liqueur: A smooth, sweet liqueur designed for sipping or cocktails, showcasing New York–sourced maple
- **Operational Scaling:** Developed operational standards and quality control protocols enabling consistent output while scaling to 4,000 cases annually
- **Regulatory Compliance:** Directed multi-state compliance operations, overseeing TTB reporting, state-by-state licensing, and distribution logistics across multiple jurisdictions
- **Supply Chain Management:** Built and managed vendor ecosystem across raw materials, packaging, and fulfillment, ensuring regulatory alignment and cost-effective quality
- **Strategic Exit:** Led company through successful acquisition by Lafayette Distilling, including due diligence, asset transfer (including recipe & process IP), and continuity planning

BuildingGreen, LLC | Brattleboro, VT

Senior Web Developer | *2007 – 2010*

Led enterprise platform development for digital publishing serving green building professionals, federal agencies, and USGBC-aligned initiatives.

- **Federal Platform Development:** Principal developer for High Performance Buildings Database (U.S. Department of Energy) and managed development of enterprise publishing systems for federal agencies
- **LEEDuser.com Launch:** Principal architect and developer for LEEDuser.com (launched 2008), a companion platform for LEED certification guidance, creating new subscription-based revenue stream in partnership with the US Green Building Council (USGBC)
- **Information Architecture:** Led platform strategy for sustainable design tools and regulatory resources used by architects, facilities professionals, and government entities
- **Enterprise Publishing:** Built CMS features, search tools, and interactive user engagement systems tailored to technical professional audiences
- **Cross-Functional Collaboration:** Worked across editorial, product, and policy teams to align web capabilities with evolving sustainability standards and user needs

Delaware North Companies | Buffalo, NY

Information Analyst | *2005 – 2007*

Delivered enterprise analytics and business intelligence solutions for global hospitality and food service operations across sports, travel, and gaming business units.

- **Business Intelligence:** Led Oracle BI initiatives centralizing reporting and improving operational visibility across departments and business units
- **Enterprise Analytics:** Developed data frameworks supporting real-time and strategic decision-making with custom Gantt-based project management dashboards for IT PMO and business units
- **Infrastructure Strategy:** Provided technical input on infrastructure decisions supporting high-availability e-commerce operations, ensuring uptime and continuity across transactional systems
- **Industry Leadership:** Chaired HTNG "Next-Generation Entertainment Systems" working group (2006-2007), setting industry standards for in-room technology later adopted by AHLA
- **Technology Advisory:** Advised on emerging technology adoption and data management practices across finance, operations, and HR teams

LoVullo Associates | Buffalo, NY

Senior Programmer | *2003 – 2005*

Delivered full-stack development and data integration solutions for managing general agent specializing in online insurance rating systems serving specialty P&C (excess lines) products.

- **Insurance Technology:** Built custom rating engines translating complex underwriting rules and state-level regulatory requirements into scalable, compliant systems

- **Regulatory Compliance:** Collaborated directly with P&C underwriters to convert actuarial models and compliance guidelines into functional technical specifications
- **Data Integration:** Automated ingestion of ABOS Marine Blue Book data to support real-time watercraft valuation, improving rating accuracy and underwriting efficiency
- **Legacy System Migration:** Developed custom driver to transform and ingest legacy data into Sybase, enabling migration to new agency management system (AMS)
- **ETL Leadership:** Led ETL design and execution for all historical insurance data, reshaping datasets for compatibility, integrity, and regulatory compliance within the new AMS
- **Financial Reporting:** Built financial reporting tools aligned with regulatory standards to support internal operations and insurance filings

Buffalo & Erie County Public Library | Buffalo, NY

Web Administrator | *2001 – 2003*

Managed digital services and public web infrastructure for 52-branch library system, focusing on scalable service delivery, internal knowledge sharing, and digitization standards.

- **Content Management:** Replaced static flat-publishing workflows with custom database-driven CMS enabling dynamic updates and distributed authorship and editing
- **Knowledge Management:** Designed and built internal online "reference desk" platform allowing staff librarians to independently manage and maintain shared, searchable knowledge base across branches
- **Digitization Standards:** Served as technical liaison on Digitization Committee, collaborating with librarians to define archival imaging standards and metadata protocols for early digitization efforts
- **Public Relations Partnership:** Partnered with Public and Government Relations department to strengthen library's web presence, expanding online service delivery, community engagement, and access to digital resources

Network Solutions (Verisign) | Herndon, VA

Technical Support Contractor | *April-October 2001*

Provided front-line technical support for enterprise and small business clients using rebranded website builder platform, originally acquired as ImageCafe, along with Network Solutions' domain services.

- **Complex Integration Support:** Resolved integration issues across hosting environments, including domain routing, platform compatibility, and root DNS misconfigurations within Ingres-based infrastructure
- **Platform Onboarding:** Supported onboarding and troubleshooting for early web-based site development tools, helping clients deploy and manage branded web properties

3Com Corporation | Vienna, VA

Federal Sales Administrator | *1999 – 2001*

Supported sales operations for federal civilian and DoD customers, enabling compliant procurement and delivery

of networking and communications technologies.

- **Federal Procurement:** Managed end-to-end procurement processes, coordinating with government buyers, prime contractors, and internal stakeholders to ensure contract accuracy and timeliness
- **Compliance Management:** Facilitated vendor onboarding and compliance documentation in alignment with FAR and agency-specific acquisition rules
- **Technical Translation:** Interfaced with engineering and product teams to translate technical specifications into bid and proposal materials for federal opportunities

Calato Manufacturing, Inc. (Regal Tip™) | Niagara Falls, NY

Distributor Promotions and Artist Relations | *1997 – 1998*

Supported global channel marketing and artist endorsement efforts for the Regal Tip™ brand.

- **Channel Marketing:** Managed inside sales campaigns for distributor promotions and product launches across North American and international retail channels
- **Artist Relations:** Coordinated tour support logistics and promotional efforts for endorsing artists
- **Artist Recruitment:** Initiated and led targeted artist recruitment campaign, resulting in ten new Billboard-level endorsements and expanded brand visibility
- **Content Development:** Wrote catalog content and trade publication advertising copy for global distribution

Volunteer Leadership

Association for Talent Development (ATD) Buffalo Niagara | Buffalo, NY

Vice President of Membership | *2025 – 2026*

- Drive membership growth through retention initiatives, member repatriation programs, and net new member acquisition strategies
- Align individual and corporate memberships with sponsorship opportunities and business development initiatives
- Develop strategic partnerships connecting professional development with organizational growth objectives

Business Mentor NY, New York State Empire State Development Agency | New York State

Volunteer Mentor | *2015 – Present*

- Provide strategic guidance to entrepreneurs and small business owners through New York State's chief economic development agency, supporting job creation and economic growth across diverse industries and communities

Speaking & Presentations

"Generative AI, Healthcare, and Governance: Opening the black box to deliver results and safety for patients"
AAPL Fall Institute (Vanguard Meeting) attended by health system leaders and payors | October 2023 | Scottsdale, AZ

"Salesforce Project Management Success" *DemandBlue Customer Success Webinar Series* | July 2021

Publications & Thought Leadership

"On IT Strategy" Strategy and Governance Content Series *brianfending.com, LinkedIn, and Substack* | 2025 – Present

Ongoing thought leadership series exploring governance–enabled innovation, AI implementation strategies, and technology leadership in regulated environments.

Professional Affiliations

- Information Systems Audit and Control Association (ISACA)
- Product Development & Management Association (PDMA)
- Project Management Institute (PMI)
- Association for Talent Development (ATD)

Education & Certifications

Certified Information Security Manager (CISM) | ISACA | Certification #252857849 | Expires January 2029

Master of Music (MM) | Miami University, Oxford, OH | 1996–1999

- Graduate Assistant, 1996–1997

Bachelor of Music (BM) | State University of New York at Fredonia | 1992–1996

- Honors in the Liberal Arts / Honors Program
- Performer's certificate (1996)