

With over 20 years of experience in the private sector, I now work to drive innovative technology policy in government. Currently, I serve as the Cloud Policy Lead in the Office of the Federal Chief Information Officer at the Office of Management and Budget, where I use my technical expertise to drive the White House's policy on IT modernization across the Federal government. Previously, I served with the United States Digital Service (USDS), delivering people-centric modern services at the Department of Veterans Affairs, and worked for government transparency organizations including The Sunlight Foundation and The OpenGov Foundation.

In 2019, I was named in the Federal 100, an annual list of government and industry leaders who have made a major impact in the U.S. Government. I also serve on the Government Advisory Board of the Advanced Technology Academic Research Center (ATARC), working to drive public-private partnerships and innovation. I was named Legal Hacker of the Year 2016 by DC Legal Hackers for my transparency work at Sunlight Foundation, and I was an original member of the Free Law Founders, a national open-law policy organization of city & state officials and civic nonprofits.

At heart, I believe in openness, collaboration, transparency, and equity to "build with, not for" people — making teams, software, and government better. I understand the complexity of delivering innovation, and that culture change, not just technology change, is fundamental to improving government.

Experience

Office of the Federal Chief Information Officer – Office of Management and Budget | September 2017 – Present | Cloud Policy Lead

As Cloud Policy Lead for OFCIO, I collaborate with Cabinet-level CIOs across the Federal Government to drive mature practices in IT. In 2018, I worked with agency and vendor partners to create the Federal Cloud Computing Strategy (Cloud Smart) to address the three largest barriers to IT modernization - cybersecurity, procurement, and workforce skills. I also run the Data Center Optimization Initiative, overseeing the optimization and consolidation of over 12,000 Federal data centers, which has saved taxpayers \$2 billion over the last two years.

I focus on technology policy ranging from artificial intelligence & machine learning to application and infrastructure management, working to improve security, customer experience, and service delivery. I am also currently acting as Mission Operations Lead, managing our teams working on workforce reskilling, shared government-wide services, network modernization, and migration to cloud services.

In my first year at OMB, I received the prestigious Professional Achievement Award — an honor usually given after three years of exceptional service — for my innovative, collaborative approach to this work. In 2019 I was also named to the Federal 100 after being nominated by my peers both inside and outside of government.

The Department of Veterans Affairs – United States Digital Service | May 2017 – September 2017 | Digital Services Expert

In 2017, I served a tour of duty with USDS at the Department of Veterans Affairs, working to create Veteran-centric, modern services. During my time at the VA, I worked closely with the modernization teams on several initiatives and policies focused on user experience, including identity management, authentication, mobile application strategy, patient scheduling, and open data.

Sunlight Foundation | August 2016 – November 2016 | Senior Technology Adviser

The Sunlight Foundation is a national, nonpartisan, nonprofit organization that uses civic technologies, open data, policy analysis, and journalism to make government and politics more accountable and transparent to all. I served as Senior Technology Adviser through their board transition, working with the Labs Director to shut down their technology program (Sunlight Labs) responsibly. This involved rationalizing their entire IT portfolio of dozens of custom applications and tools, transferring a decade of software projects to new maintainers, and ensuring that all of the tools and data were open sourced for the public to use.

OpenGov Foundation | August 2013 – August 2016 | Lead Developer

The OpenGov Foundation was a small, scrappy organization that worked to create policy and tools for open government and public engagement in law and policy. Founded by former Congressman Darrell Issa in 2013 as a nonpartisan organization to help the public fight the SOPA and PIPA legislation in the House, the scope of our work quickly expanded to open law and legislation efforts nationally and internationally, local to Federal. Effectively acting as our CTO, I worked to build our team and collaborate with officials at all levels of government to make the law open and accessible to everyone. I also oversaw the development of our two flagship applications, Madison and The State Decoded, which are used by governments and organizations all over the world.

Through this work, I was an original member of the Free Law Founders, working to drive open policies and standards. I also served as a subject matter expert on law and legal data to the World Wide Web Consortium (W3C).

WillowTree Apps, Inc | April 2012 – August 2013 | Lead DevOps Engineer

WillowTree Apps is one of the largest and fastest-growing mobile app companies in the country, specializing in creating bleeding-edge technology solutions for the most famous brands in the world. As Lead DevOps Engineer, I oversaw and architected dozens of projects to deliver high-availability Cloud-based solutions for some of the most popular mobile apps. I also spent time on the Web Application Team, building mobile-first and responsive websites.

Boyd Caton Group | January 2010 – May 2012 | Lead Developer

BCG is a government contractor focusing on transportation safety & security, with clients including the Federal Transit Administration (Department of Transportation) and WMATA. During my time as Lead Developer, I lead the team working on Federal safety websites, met with top agency officials, lead the rebranding and redesign of our company website, and created a series of data visualization dashboards and tools for safety and security information for a variety of audiences.

Hotelicopter | January 2008 – January 2010 | Lead Developer & QA Manager

Hotelicopter was a hotel booking startup with over 20 partners and many times the inventory of its contemporary, Kayak. Serving the dual roles of Lead Developer and Quality Assurance Manager, I built several international teams, integrating three shifts across overlapping timezones. Hotelicopter was acquired in 2012 by a joint venture group consisting of Hilton, Hyatt, Marriott, and others.

Category4 | September 2003 – January 2008 | Senior Programmer

Category4 (now called Convoy) is one of the longest-running web development shops in Virginia. I worked with dozens of clients during my years here, building a variety of applications to suit different project needs. In the time before Etsy and Shopify, we built one of the first reusable, customizable e-commerce engines, and I created one of the first applications to show real estate listings on the internet. Category4 won the Gold award from the American Marketing Association two years in a row for websites that I worked on.

Munk & Phyber | June 2000 – September 2001 | Programmer

One of the earliest web development companies, Munk & Phyber built some of the very first ecommerce websites in the world, as well as making sites for local non-profits and artists. M&P was one of the first companies to use PHP – a relatively unknown programming language at the time, but which now powers over 80% of websites in the world.

Freelance Developer | April 1996 – May 2017

I've spent over two decades building hundreds of sites and applications for a variety of clients, with a focus on user experience and accessibility. Throughout my work, I've stayed current with the latest cutting-edge tools. I've created plugins and themes for popular content management systems, built custom applications in a dozen different programming languages, and written many articles about various topics from technology to management to data standards policy.

Volunteer Experience

Advanced Technology Academic Research Center (ATARC) | October 2018 – Present | Government Advisory Board Liaison

Free Law Founders | July 2014 – August 2016 | Member

World Wide Web Consortium (W3C) | Web Annotation Working Group | 2016 | Subject Matter Expert