

September 30, 2015

Colorado Strategic Action Planning Group on Aging  
Chair of the Planning Group  
[agingstrategy@state.co.us](mailto:agingstrategy@state.co.us)

RE: Project Management Services

Dear Colorado Strategic Action Planning Group on Aging:

North Highland is pleased to respond to your request for Project Management Services. We believe we are uniquely positioned to assist the Colorado Strategic Action Planning Group on Aging in this effort and have prepared this response for your consideration. In this proposal, we will highlight our understanding of the need, our approach and experience with business process redesign, our experience with multiple State of Colorado agencies and Project Management Services.

The North Highland Company is an employee-owned, full service, management and technology consulting company. Our consulting team is **local to Colorado**, yet we have the ability to tap into the expertise of over 2,200 consultants worldwide. In addition, we bring **Project Management expertise** from Colorado and other state governments, and we have first-hand experience and knowledge and capability working with project management.

North Highland takes pride in our reputation of providing tailored solutions for our clients. We never give our clients pre-packaged answers because we respect the uniqueness of each one of them. It is our experience that solutions for one organization do not fit another, even if the challenges seem related. When working with North Highland, our clients receive solutions that are structured for and embedded in their operations, culture, and environment.

North Highland brings a depth of experience in IT Project Management Office consulting – both within the public and private domain. Our services and expertise are a perfect match for The Planning Group and the objectives outlined in the RFP:

- We have a strong track record providing IT Project Management Consulting and Assessments. **We know Project Management.**
- We have performed this work for clients of all sizes, across the globe and in various industries. We are **a local company with a global network**, not the other way around. We have delivered quality services locally for more than a decade, giving us the edge over our national and global



#### Why North Highland?

- Colorado-based experienced
- Project team with deep IT project management experience
- Public sector experience at the municipal level
- Custom, tailored approach based on your needs that



competitors. Our familiarity with the political and corporate landscape of Colorado helps us recommend actionable solutions that work for organizations here.



- We **recognize the unique requirements of public sector agencies**. We use this experience to inform our approach and our recommendations. We don't suggest a "one size fits all" solution, but rather a tailored approach.
- **Your success is our success.** With our guarantee, we cannot afford to deliver anything but the highest quality. We are highly responsive to client needs and help them achieve more with fewer resources. We help clients deliver on promises they make. North Highland has a reputation of playing the role of a

trusted "Objective Advisor" to our clients' IT Organization.

We have read, understood and accepted each section of the RFP. We confirm that we have availability to meet this important need, and our schedule and price proposal should confirm our commitment to timeliness. We do not see any conflicts of interests that would interfere with our ability to complete the scope of this proposal.

We look forward to the opportunity to serve Colorado Strategic Action Planning Group on Aging with this critical HOUSE BILL 15-1033. If you have questions concerning our response or our organization, please feel free to contact me or our Public Sector Practice Lead, Matthew Benson, at (303) 740-6250.

Sincerely,

Brian Simmons  
Vice President

# GLOBALLY LOCAL

*Response to Solicitation for the:*

**Solicitation for Project Administration Services  
Colorado Strategic Action Planning Group on Aging**

*To provide:*

**Project Management Services**

*Date Submitted:*

**September 30, 2015**

**Submitted to:**

Colorado Strategic Action Planning Group on Aging  
Chair of the Planning Group  
[agingstrategy@state.co.us](mailto:agingstrategy@state.co.us)

**Submitted by:**

The North Highland Company  
Matthew Benson  
600 Grant Street, Suite 304  
Denver, CO 80203  
Phone: 303-740-6250  
Email: [matthew.benson@northhighland.com](mailto:matthew.benson@northhighland.com)

northhighland.  
HIGHLAND WORLDWIDE



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## PART 1 PROJECT APPROACH

We understand that in June 2015 the Colorado Strategic Action Planning Group on Aging was created by the General Assembly and appointed by Governor Hickenlooper to develop the nation's first comprehensive state strategy on aging. The Planning Group is to conduct research, analyze data and develop long term strategies on a wide range of issues affecting state and local government agencies and budgets; aging Coloradans, their families and communities; the state economy and work force; the state business and non-profit sectors; community infrastructure such as housing and transportation; and more.

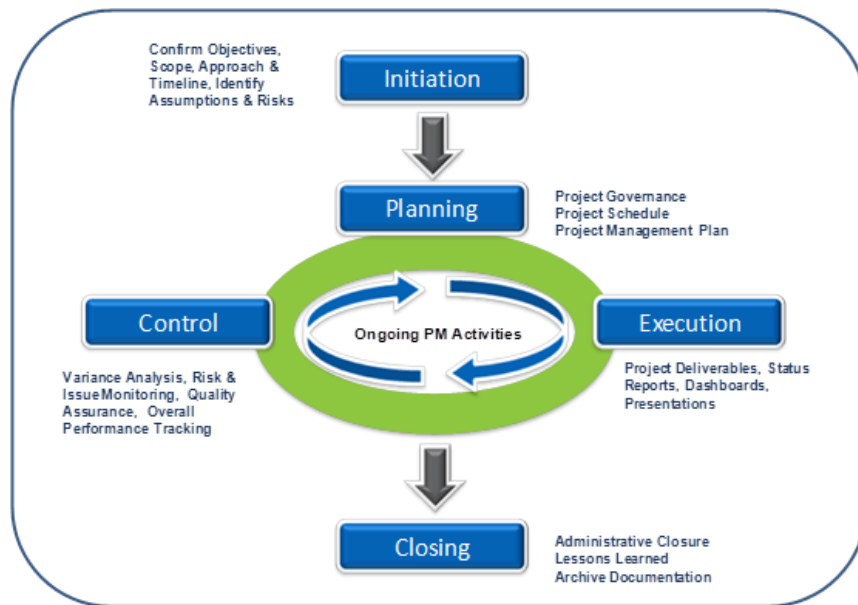
### OUR PROJECT MANAGEMENT METHODOLOGY

North Highland provides leading practice project management services. This basis will serve as the foundation for the project management services.

Project management is a core competency for our team and an essential component to our business model. On a daily basis, North Highland teams manage projects, establish project management offices, and staff key project management positions in the public sector and for major Fortune 100 private sector organizations. It is this experience that sets us apart from our competitors and allows us to bring the right experience to meet the Planning Group's needs.

We believe effective project management is critical to organizing the time, tasks, and resources needed to successfully guide the Planning Group through the many activities required to achieve various legislative objectives and to achieve the Planning Group's desired outcomes with each initiative. Project management process groups are a series of actions that describe and organize the work of a project. Every project, regardless of the nature of its subject or content, contains activities which apply to one of the following five process groups as highlighted and illustrated below:

1. **Initiation** - Achieving organizational sponsorship, direction, and commitment
2. **Planning** - Determining what we will deliver, by when, resources needed, and how we will respond to change
3. **Execution** - Doing the work necessary to create the deliverables
4. **Monitoring and Controlling** - Keeping the project on track
5. **Closing** - Bringing the project to an orderly conclusion



**Exhibit 1: Project Management Process Groups**

Our project management approach follows the standard project lifecycle and process groups from the PMBOK® Guide. Throughout a project, we monitor and control for schedule, scope, and budget variance, and we will work with to anticipate, assess, and minimize risks.

North Highland's number one priority is to make our client's project successful. We do this by developing a pragmatic, practical, and proven project implementation plans designed to make project management a facilitator and not an inhibitor for change. We will partner with you to implement the right foundational processes early in the project to mitigate the risk of not meeting your goals. As you would expect, North Highland bases its project planning on internationally-recognized best practices, such as the PMBOK® Guide. Our team is well versed in these best practices as many of our local team members have earned the PMP certification.

An advantage of working with North Highland is that we recognize even the best project management methodologies will not be effective unless they are tailored to the unique needs of each project. We provide structured and proven practices, and we apply them with consideration for how they best fit with each unique initiative. North Highland has existing templates, tools, tested deliverables and products, and our project management experience to draw upon for the assessment.



## VALUE

North Highland's approach to project management centers on the following pieces to maximize value for clients.

- Robust PM Toolset to drive immediate value and instill best-practices within the engagement
- Proven risk management proficiency and processes
- Change Management expertise that focuses on relationship building with the team and key stakeholders
- Executive communication frameworks
- Avoidance of common project pitfalls
  - e.g. Scope Creep, Unsupported Project Culture, Ineffective Collaboration, Poor Monitoring
- Experience extends beyond pure PM activities: Quality Assurance, Program Development, Critical Thinking, Analysis and Problem solving skills
- Deep relevant functional experience enables close partnership with business stakeholders and drives value throughout the project duration:
  - Managing public relations
  - Web management and
  - Press communications

Over the years, North Highland has provided numerous program and project management services. North Highland will use this approach as the framework for providing Project Management Services. The table below lists some of the recent project management and advisory group work North Highland has completed.

AGENCY / PROJECT	DESCRIPTION OF EXPERIENCE
Connect for Health Colorado	Established the PMO in 2012. After initial setup, the PMO was operationalized. North Highland has provided program and project management staff since that time. PMO has ranged in size from 5-10 personnel over the three year period, supporting an organization of 60-70 staff and working with a technology and service center vendor of over 100 consultants. <b>Outcome:</b> Connect for Health has had two successful open enrolment periods



AGENCY / PROJECT	DESCRIPTION OF EXPERIENCE
History Colorado	North Highland filled an Interim IT Director role and implemented a PMO structure for the organization. One of the primary tasks for the PMO was to create an IT Strategy and Work Plan. <b>Outcome:</b> The PMO coordinated and conducted agency IT project prioritization for approximately 15 projects that were system replacement or upgrade focused.
Western Union	Set up a PMO to enable global launch of transformational Compliance Efficiency Projects to meet regulatory guidelines, promote safe money-transfer to underserved populations, and reconcile internal data records. <b>Outcome:</b> There have been multiple projects delivered on-time and under budget.
Colorado Department of Revenue (CDOR) / Driver's License Office Processes & Forms	North Highland facilitated a variety of workshops to streamline Driver's License processing across Colorado. <b>Outcome:</b> Implemented 20+ improvements to reduce average wait times by over 20 minutes. This included coordination with 50+ Colorado counties to ensure adoption of new processes.
Colorado Department of Education (CDE) / Teacher Licensure & Enforcement	North Highland facilitated 2 simultaneous workshop events to align statewide processes for Licensure. <b>Outcome:</b> Eliminated 40% of overall wait time and reduced legal reviews by 30%.

Exhibit 2: Project Management & Advisory Group Experience

## RISK MANAGEMENT

The purpose of risk management is to identify potential problems in all project processes and activities before they occur so appropriate response activities can be planned to reduce the likelihood of those problems occurring along with reducing the impact on project objectives, quality, cost, and schedule. Without formal risk management, project managers often find themselves reacting to negative events rather than anticipating those events and managing projects in ways that decrease the probability of these negative events occurring. North Highland understands the importance of effective risk management and includes the risk management process in all of our engagements.





## PROJECT STATUS REPORTING

North Highland will develop a Project Status Report which will be the primary mode for communicating project status and progress to the various stakeholders on a project.

A status report is just that, a point in time “status” checkpoint for the project: what has been accomplished since the last reporting period, activities on the horizon, open issues, and open risks. Since every project is unique, North Highland will review the information desired by your team and customize the status report to be informative and concise. At a minimum, we will provide regular reporting on project level activities to include:

- Master project calendar with periodic updates
- Weekly status reporting
- Bi-monthly and ad-hoc executive status briefings
- Work products delivered
- Other vital project information for each status reporting period may include:
  - Identification of any delayed critical path activities
  - List of late tasks and a plan for addressing slippage
  - Milestone and deliverables status
  - Open issues and risks
  - Open action items
  - Open change requests
  - Project Administrator comments and observations



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## PART 2 PROJECT MANAGEMENT AND COORDINATION

At North Highland, quality control is a process that contains the following:

- We will regularly assess past performance related to schedule and budget, current issues and risks, status of key project elements and adequacy of work performed to date.
- Initial control processes, including: project management, budget, schedule, and performance metrics, and project scope management.
- Continual verification that project management disciplines are planned and performed according to best practices, and work products are cohesive and lend to the continued progress of the project.
- Expertise is founded on industry standard project management disciplines and processes (PMI PMBOK, CMMI).
- Validation that deliverables and project results meet the goals, objectives and requirements as intended by the Planning Group and House Bill 15-1033.
- Internal review to ensure usage of project management principles.



## PART 3 SUBJECT MATTER EXPERIENCE AND EXPERTISE

### OUR TEAM

The North Highland Company proposes a project team with excellent project management, leadership experience and communication skills.

- Our proposed team will be led by a senior, experienced consultant, based in Colorado, with project management experience and complex communication skills.
- Our team has extensive experience working with the State of Colorado and we've established ourselves as a premier provider of consulting services to the State.

For this effort, we are proposing Matthew Benson as the Project Administrator/Manager and one 'yet to be determined' Project Assistant. Matthew will lead the overall project and will be accountable for deliverable creation. We believe that this team will produce results that exceed your expectations.

The table below provides additional biographical information for the specific resources proposed. Full resumes are provided in the Appendix.

Title / Project Resource	BIO & Role
<b>Project Administrator / Manager and Client Lead:</b>  Matthew Benson	Matthew Benson brings 18 years of experience in delivering solutions to his clients including PMO/Project Management, Process Redesign, Organizational Change Management, Communications Strategy and Planning, IT Strategy, and Software Implementation. He brings extensive experience with the State of Colorado and Project Management.  Matthew Benson is the Client Lead for North Highland's Colorado Public Sector practice. As part of this effort, Matthew will ensure overall quality delivery to Planning Group within its requested timeline.
<b>Project Assistant:</b>  TBD	The North Highland project assistant will play a key role in providing tactical project support during the engagement. The assistant will help document results, create deliverables and perform follow up as required by the project.

**Exhibit 3: Project Team**



The following is specific information about North Highland's strengths and experience as specifically related to this RFP:

**1. Working with a task force or similar;**

North Highland assisted with the creation, improvement and coordination with several Connect for Health advisory groups. These advisory groups included: Outreach and Communications, Small Business Health Options Program (SHOP) and Health Plan Advisory Group.

**2. Managing and communicating with a variety of stakeholders;**

North Highland recognizes effective communication planning and solid execution to the plan is imperative for project success. The purpose of a Stakeholder Communication Management plan is to define regular communication with stakeholders and the procedures used to provide project updates and status information in written and/or verbal format.

Transparent communication with all stakeholders will be an essential component to the success of the exchange, and North Highland has the skills and experience to help Planning Group achieve success in this area.

Given the size and diversity of the various stakeholder groups and the need for consistent and accurate information to be disseminated, a comprehensive and targeted information and education marketing plan is a priority in order to effectively communicate the direction, strategies and progress of the Planning Group.

There are a variety of activities connected to communication and outreach. North Highland has experience in each of the following areas, but is most adept at immediately partnering with our clients to collaborate on iterative plans for:

- Creating strategic communication plans
- Message content development, vehicle assignment, and program development and maintenance including timelines, recurring and ad hoc, and milestone support
- Creating communication work plans
- Creating mission statements for communications
- Conducting audience analyses
- Creating a communication matrix
- Provide milestones, deadline information to the appropriate audience(s)
- Creating messages



- Assessing and choosing tools and vehicles for communication based on audience and message needs
- Evaluating the effectiveness of communications
- Creating action plans to address issues and risks identified

We understand communication needs and activities will change over the course of the project and we are prepared to assist in all facets and support all communication and outreach activities as needed by the Planning Group.

### **3. Developing Actionable Plans**

Every project begins with proper planning and the development of the Project Management Plan (PMP) describing how a project will be managed across all areas (i.e. scope, risk, issues, change, resources, schedule, etc.). The Project Plan lays the groundwork for informed decisions and planning regarding project direction, outcomes, and delivery. The Project Plan is an important element for initiating, planning, executing, controlling, and assessing the project, including identification of the complete “universe” of stakeholders potentially impacted by the project activities and outcomes.

### **4. Working independently yet collaboratively with partners**

Our collaborative nature ensures the project and our work will be perceived as a partnership and a total-value-add to the overall success of the project.

North Highland believes that a collaborative project approach yields the greatest benefit to our clients. Active involvement of system administrators, managers, and other stakeholders will provide essential insight into the City’s technical and operational realities and objectives. Also, a fruitful analysis must involve open, ongoing communication in order to evolve and tune the final project recommendations. North Highlands also recognizes it is important to be respectful of our client’s schedules, consequently we strive to maximize the time allotted for formal meetings through preparation.

### **5. Working on issues related to the work of the Planning Group**

The Issue Management Plan will provide the methods and processes to be followed in the identification, tracking, and resolution of issues that affect the project’s progress and direction. It will provide direction on identifying issues early and escalating them to the appropriate level to ensure timely resolution. The project manager will develop the Issue Management Plan as part of the Initiation and Planning processes and will maintain the plan throughout the project lifecycle as the executable plan for addressing project issues.



## PART 4 BUDGET

Our cost proposal is outlined in the table below. We understand what it takes to deliver against your expectations and enable our county partners to be successful.

Our cost proposal is built around the key Project Administrator duties and responsibilities outlined in Section 9.

DELIVERABLES	DELIVERABLE DESCRIPTION	DUE DATE
1	<b>Prepare a Strategic Action Plan</b> Project Administrator - @ 40 hrs. Project Assistant - @ 80 hrs.	Within 3 weeks of start date
2	<b>Prepare an Oral Report to the Joint Budget Committee</b> Project Administrator - @ 100 hrs. Project Assistant - @ 120 hrs.	11/30/16
3	<b>Fulfill all Duties and Responsibilities</b> Project Administrator - @ 155 hrs. Project Assistant - @ 175 hrs.	Ongoing

**Exhibit 4: Budget Summary**

Our proposal is based on a total level of effort of 670 hours, for a total of **\$93,000**. Invoices are requested monthly and assumed to cover a 14 month period (14 invoices of \$6,642.86).

Consultants are assumed to be part-time during the engagement, with the exception of attending necessary meetings.

We welcome further discussion regarding our proposal and can be flexible to suit the needs of Colorado Strategic Action Planning Group on Aging.



## PART 5 REFERENCES

The following are the North Highland project management and relevant agency references

REF	ORGANIZATION	CONTACT & PHONE NUMBER	SERVICE PROVIDED	ENGAGEMENT DATES	GOVERNMENT OR MUNICIPALITY CLIENT?
1	<b>Governor's Office of Information Technology</b> 601 E. 18th Ave., Suite 250, Denver, CO 80203	John Conley, (Former) Deputy CIO 303-598-9795	Assessment of Project Management Office for OIT and design of new PMO organization including governance, roles and responsibilities and office functions for the State's centralized IT function.	Jun 2007 - Jul 2007	Yes
2	<b>Colorado Department of State</b> 1700 Broadway St #200, Denver, CO 80290	Trevor Timmons, CIO (303) 894-2200	North Highland was tasked with an initial assessment of program to implement a new voter registration system. Following the assessment, North Highland was awarded a project to setup a PMO that was aligned with the needs of the program. The PMOs primary charge was change management and facilitation for all 64 counties in the state.	Feb 2008 - Dec 2008	Yes
3	<b>Connect for Health Colorado</b> 3773 Cherry Creek Dr. Denver, CO 80209	Adele Work, CIO (303) 916-0119	Established the PMO in 2012. After initial setup, the PMO was operationalized. North Highland has provided program and project management staff since that time. PMO has ranged in size from 5-10 personnel over the three year period, supporting an organization of 60-70 staff and working with a technology and service center vendor of over 100 consultants.	Feb 2012 - Current	No

Exhibit 5: References



## **PART 6    CONFLICT OF INTEREST**

North Highland confirms that no individual who shall perform work under the contract has a possible conflict of interest or shall not acquire any interest, direct or indirect, that would conflict in any manner or degree with the performance of services and shall not employ any person having such known interests.





## PART 7 APPENDIX – RESUMES

### **Matthew R. Benson – Project Administrator / Lead**

Matthew is a consultant with The North Highland Company with 18 years of experience in business and technology consulting. His experience spans Strategy & Transformation, Program & Project Management, Process Redesign, Organizational Change Management, the Software Development Lifecycle (SDLC), IT Infrastructure and Operations, and Colorado State and Municipal Government. Matthew currently serves as Client Lead and Quality Assurance for North Highland's Denver public sector practice.

Examples of the most recent engagements Matthew has led/been involved in include:

- **Engagement Lead for Connect for Health Colorado.** This includes oversight of all consulting functions and a team of resources. Functions of the team include: Project Management, Testing, Business Process, Training support, Carrier communications, Eligibility and Appeals and support of the interface with the **State Medicaid Agency**.
- Quality Assurance for the **State of Colorado's Lean Process Improvement program**. This is a \$2.6M statewide effort to transform the state's operations and culture to a Lean environment and improve services to its customers. Under this contract, the team has led over 50 Lean engagements and trained over 1,000 employees within an 18-month period.
- Quality Assurance for the **Colorado Department of Transportation** Business Analytics Program. This initiative advances the maturity of analytics and reporting for key CDOT staff. The team is creating on a financial dashboard to support the financial decision-making process.
- For a **Connect for Health Colorado** Matthew provided leadership and technical expertise across varying aspects of the organization for several years. He provided leadership to the Marketplace in roles ranging from high level strategy articulation to very tactical policy and procedure development. A list of Matthew's accomplishments include, but are not limited to:
  - Leading joint vendor and client teams on business-critical, high profile projects
  - Establishing and operating a PMO
  - Conducting industry research to stay current with technology trends
  - Providing vendor and client team onboarding and ACA overview sessions
  - Leading the joint team tasked with creating the interoperability eligibility solution with the State Medicaid agency
  - Establishing and executing upon strategic technology plans
  - Leading an agile offshore software development effort to create a Marketplace specific MAGI and APTC rules engine



- Managing external carrier EDI initiatives to build and implement 834 EDI integration
  - Facilitating workshops with policy, technology and operational personnel
  - Managing the establishment of the Office of Conflict Resolution and Appeals, coordinating physical office space construction, policy and procedure development, the technology solution and daily operations
  - Serving as a Marketplace Release Manager, working closely with operational and technology teams to deliver planned software deployments
  - Working closely with HHS
- He served in a Technical Program Manager role for the development and implementation of a sales dashboard solution for a financial services company. Matthew managed all aspects of the program, from strategic planning to delivery. The solution was built on the Salesforce.com platform and was delivered by a California start-up.
- Matthew was the Technical Program Lead for an initiative tasked with decoupling two healthcare organizations that were sharing the same EMR. He had end to end accountability and ownership for all technical aspects of the Program, focused on meeting objectives and timelines. He was responsible for technical integration across 10 project teams, and both organizations. He provided oversight for technical program issues and escalations, and led the resolution analysis for complex technical issues.
- For a large global healthcare exchange, Matthew co-managed an effort to evaluate SaaS vendors to replace existing Project and Portfolio Management applications. Matthew created the project plan, conducted relevant research, developed the necessary scoring matrix, managed vendor demonstrations and the final scoring and selection. Matthew also helped develop the implementation strategy to be used for SaaS product deployment.
- For a Colorado State agency Matthew co-managed a large Program Management Office governing the implementation and adoption of a statewide voter registration and election management system. Provided management and oversight for county level transitions from legacy based systems to a single centralized system. Managed communications statewide, vendor and State resources, various aspects of application development and release scheduling (including defect resolution and system change management), production operations, critical issues, news releases & responses, program milestones and other programmatic initiatives.
- For a global consumer packaged goods company Matthew managed the implementation and cutover of a new wireless network supporting warehouse operations. He managed multiple teams tasked with upgrading the customer's existing wireless infrastructure, while minimizing



impact to warehouse operations. The implementation included new fiber optics, network hardware, controller-based wireless access points and state-of-the-art monitoring capabilities.

- For the same consumer packaged goods company, Matthew supported the PMO for a global transformation initiative aimed at optimizing the supply chain for a new joint venture company. This joint venture intended to leverage process and technologies from 2 legacy companies. Matthew led various aspects of the PMO supporting the initiative, such as Issues Management, Release Planning, Scope Change Management and Metrics Reporting.
- For a large international commercial real estate investment company, Matthew was responsible for the North American IT Operations and Infrastructure. This included managing vendors and contracts, departmental budget, procurement and the infrastructure project portfolio. Managed projects such as remote office relocations, VoIP upgrades and various enterprise software deployments. Acted as change manager for software deployments and office relocations. Managed level 2 and 3 incident response and escalations from North American users. Managed daily operations of the Data Center.
- During the consolidation of 2 commercial development companies, Matthew managed the IT merger integration and change management activities. Managed change planning and consolidation of 10 office locations. Coordinated deployment of new computers, servers, networking and VoIP equipment. Managed the relocation of the corporate Data Center to a new global headquarters.
- During a document management and data transformation project for an aviation data company, Matthew managed the design of the services oriented architecture model and acted as the program's Integration Manager. He managed project financials, timelines and staffing as well as leading the program's estimation effort for the Construction Phase.
- Matthew managed the software development and implementation effort for a demand planning & inventory control solution for a large international automotive company. The solution was deployed to a dealership network in North America of more than 3,000 partners. Specifically, Matthew managed multiple project teams responsible for the customer and corporate web interface, reports, system security and translation components. Managed implementation and change management for corporate users.
- Managed the effort to define a new global IT organization for an international manufacturing company headquartered in Europe. Facilitated the development of the new organizational model with senior level management in North America and Europe. Developed the change management processes to support long term growth and adaptability.



- As the Data Quality Lead for a Business Intelligence (BI) project, Matthew led the effort to design a core set of data quality processes and templates for a healthcare services company. Defined processes for Quality Metrics, Profiling and Operational Monitoring.
- Matthew collaboratively designed a customer segmentation approach and algorithm for a property management company. He categorized all properties into customer segments to facilitate financial analysis, metrics definition and the financial dashboard prototype. The heavy emphasis on individual demographics and the related segmentation allowed the company to better define asset allocation and redevelopment strategies.
- Matthew managed a team that defined a product vision, transformation roadmap and business case for a new global aviation software product. Developed “go to market” strategy, product launch approach and timing, and the cost benefit analysis.
- As the Project Manager for a property management company, Matthew designed and implemented an IT program management office (PMO). Designed and managed PMO using best practice methods. Completed current state system and financial assessment, facilitated vision sessions, implemented status reporting, and transitioned all responsibilities to a new FTE hired into the role.
- For an automotive industry study, Matthew analyzed the major aspects of the automotive Order-to-Delivery (OTD) sector and provided OEM executives with analysis and recommendations. Coordinated the research activities to gather market data from sources in North America, Europe and Asia. Presented analysis results to OTD Directors and several VPs.
- Matthew delivered a technical design for integration of 2 automotive OEM order management and manufacturing systems. Conducted requirements meetings with order management experts. Developed system modifications required for order management system integration.

### **Education**

B.S., Computer Science

University of Mount Union, Alliance Ohio

**Certifications:** MCSE: Security: Security (Windows Server 2003)

**Industry Experience:** Government, Automotive & Consumer Packaged Good Supply Chain, Aviation, Commercial Real Estate, Healthcare and Retail



**Technical & Systems Experience:** Aviation Data Systems, Voter Registration, Health Plan and Eligibility Systems, Marketing and Sales Systems, Infrastructure and Back-Office Operations Systems, EPIC Healthcare EMR Systems

**Project Type Experience:** Manufacturing, Order to Delivery, Facilities, Data Transformation, Customer Segmentation, Data Migration & Transformation, Software Development Lifecycle (SDLC), Change Management, Organizational Design, Business Case Development, Facilitation & Training, Program Management Office