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## Appendix B Resumes

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## Profile

Mr. Smith has over 30 years of IT and business experience in industries including federal, state and local government, health insurance, health care, telecommunications, utilities, services, retail, manufacturing and high-tech. He has led and managed projects in various roles including Senior Project Manager (where he managed infrastructure, application development, testing and business transformation programs), Developer, Technical Leader, Business Leader and Team Leader.

His experience was gained by working in all aspects of projects including requirements gathering, design, code, test and implementation in a variety of technical environments.

Mr. Smith is detail-oriented, thrives on new opportunities and challenges, has excellent communication and technical skills, and is always focused on successful delivery to his customers and clients. His broad experience has given him the ability to successfully perform his duties and responsibilities in various project and program roles.

## Experience Summary

**Department of Licensing, Olympia, WA**

*February 2020 to Present*

*Project Manager, Cloud Continuity*

- Managing day-to-day project management and related tasks to setup a fully functional cloud-based disaster recovery environment for a major application.
  - Developing Project Charters, Project Plans, project schedules and Resource Plans.
  - Managing scope, budget, issues and risks.
  - Developing Status Reports.
  - Developing presentations for various audiences.

**Liquor and Cannabis Board, Olympia, WA**

*March 2019 to January 2020*

*Deputy Project Manager, Marijuana Traceability Project (MTP), System Modernization Project (SMP), Enterprise Content Management Project (ECM)*

- Managed project delivery for the MTP, SMP and ECM projects in support of the Project Director, including vendor management (for COTS vendors), planning, resourcing, issue/risk tracking and resolution, communications, development, testing, meeting facilitation and status reporting.
- Facilitated internal status meetings, including executive level Steering Committee (MTP) and Sponsor (MTP) meetings, as well as external stakeholder meetings.
- For the MTP and ECM projects, coordinated knowledge transfer, release planning, release cutover testing (dry runs), cutover execution (including command center planning and staffing), post-release stabilization activities between vendor and state agency, and transition to Operations.

**Department of Revenue (DOR), Tumwater, WA**

*January 2015 to December 2018*

*Senior Project Manager, Tax and Licensing Systems Replacement (TLSR)*

- Managed project delivery for the TLRS project of application interfaces, reports, correspondence and data conversion from multiple legacy applications to a COTS product including:
  - Resourcing, issue/risk tracking and resolution, communications, development, testing, meeting facilitation and status reporting supporting the contracted COTS vendor's Agile methodology.
- Managed communication, coordination and interactions with external state, federal and 3<sup>rd</sup> party entities (credit card vendor, bankruptcy court notices, etc.) regarding application interface and report changes including kick-off sessions for each release, recurring meetings for status checkpoints, testing coordination and release planning.
  - Coordination involved gaining agreement on cutover timing between pre-release (legacy) and post-release, ensuring appropriate batch jobs and interface formats were migrated (turned off or replaced) as appropriate,

ensuring necessary network firewall changes or file/folder accesses were in place, and ensuring state and partner resources were prepared and available to perform the cutover tasks as required and as per agreed-upon schedule.

- Performed release cutover planning and scheduling for technical legacy application changes, coordinated business/technical procedural/technical changes and “day of” coordination among various DOR departments, third party vendors, contractors and contracted COTS vendor.
- Coordinated changes between the DOR legacy Information Services development groups and contracted COTS vendor to support software application and business process changes for each release.
  - Processes included reviewing the pertinent legacy application/database interfaces, to determine the required functionality changes to develop, test and implement the agreed-upon solutions.
- Oversaw training and knowledge transfer process for approximately 20 DOR Information Services Developers that were transitioned to the TLSR project, including training and knowledge transfer required from the vendor’s COTS development environment and Agile methodology.

**Department of Health and Human Services, Lincoln, NE**

*July 2013 to December 2014*

*Senior Project Manager, Medicaid and Long-Term Care ICD 10 Planning*

- Managed project planning, day-to-day task management, time tracking, resourcing, issue/risk tracking/resolution, communications, meeting facilitation, and status reporting for multiple Medicaid-related projects, including ICD-10 and MITA 3.0 State Self-Assessment.
- Developed and delivered executive-level presentations to manage expectations and communicate status and results with state and federal stakeholders.

**Department of Ecology, Olympia, WA**

*April 2013 to June 2013*

*Senior Project Manager, Billing and Revenue Tracking System (BARTS) and Total Maximum Daily Load (TMDL) (for water quality) Requirements Analysis*

- Managed and performed Requirements Gathering, Business Workflow/Process Flow Analysis and Process Improvement.
- Managed project planning, day-to-day task management, time tracking, resourcing, issue/risk tracking/resolution, communications and status reporting.
- Developed and delivered executive-level presentations to manage expectations and communicate status and results with the client and stakeholders.

**State of California, Sacramento, CA**

*February 2012 to October 2012*

*UAT Test Manager, Case Management Information and Payrolling System (CMIPS) II*

- Deployed and managed Organizational Test Strategy within the User Acceptance Test (UAT) domain.
- Supported role of liaison between HP and state UAT testing staff.
- Planned and executed UAT testing.
- Coordinated and tracked UAT entry and exit criteria.
- Tracked UAT test progress in terms of scheduled vs. actual test script completion.
- Managed defects, issues, and risks and provided direction for client and development staff on priorities, impacts and mitigation strategies.
- Managed escalations for critical issues impacting test progress/execution.
- Developed and delivered executive-level presentations to manage expectations and communicate status and results with the client and stakeholders.

**Delta Dental, San Francisco, CA**

*September 2009 to January 2012*

*Senior Project Manager, Performance Test Lead*

- Developed and managed performance testing planning for business from billing to revenue and claims processing for a health insurance application (MetaVance) supporting over 20M members in an Oracle and HP-UX environment.
- Analyzed member and claim volume projections and recommended appropriate performance test characteristics.
- Managed and monitored actual performance test execution and provided consulting to development, infrastructure and business teams on findings and recommendations for improvements (run-time, batch schedule changes, etc.).
- Managed and coordinated reporting on performance testing results, including batch job runtime analysis and trending.
- Developed and delivered executive-level presentations to manage expectations and communicated results with the client and stakeholders.

**Sara Lee, Earth City, MO**

*June 2009 to August 2009*

*Project Manager, Infrastructure*

- Assisted and managed tasks related to migrating SAP infrastructure and applications from a legacy data center to an HP data center, including physical cutover planning and execution.
  - Migrated SAP environments including development, testing and production.
  - Migrations typically involved multi-day efforts with periodic status checkpoints that involved technical and business staff across the United States and Europe.
  - Actual cutover migration status provided real-time via screen sharing to provide stakeholders and project resources up-to-date information for technical migration and pre- and post-cutover business validations.
- Worked with remote and local Sara Lee business staff to establish required pre-cutover and post-cutover test scripts, expected testing durations and testing pass/fail criteria.
- Worked with remote and local HP and Sara Lee resources to identify migration-related batch cycle dependencies/impacts and business process dependencies/impacts to ensure that appropriate batch cycles and business processes were executed and impacts were addressed as necessary to maintain business continuity prior to, and after, the migrations.
- Worked with remote and local HP and Sara Lee resources to ensure technical and business back out and Disaster Recovery Plans were developed and in place, in case migration or other issues were encountered that could not be addressed in a timely and/or acceptable fashion.
- Interfaced with multiple levels of Sara Lee and provided status communication and escalation management.
- Managed day-to-day task management, issue and risk tracking/ resolution, and status reporting.

**Sun Microsystems, Broomfield, CO**

*August 2007 to May 2009*

*Project Manager, Application Development*

- Managed an effort to provide a temporary, interim solution to keep the legacy Sun Data Warehouse critical business data available during the phased deployment, while standardizing on Oracle 11i; Informatica used to perform Extract, Transform, Load (ETL).
- Interfaced with multiple levels of Sun, Oracle and CSC personnel, including Vice Presidents, Directors, Program/Project/Portfolio Managers, and technical/business resources.
- Managed long-term planning, day-to-day task management, time tracking, resourcing, issue/risk tracking/resolution, communications and status reporting for a team of 15 resources.
- Reviewed and tracked application defects (bugs) and requests for enhancements with stakeholders, including prioritization, testing and implementation.

*Project Manager, Infrastructure*

*January 2006 to August 2007*

- Managed various infrastructure transformation projects including:
  - Migrating 4,500 users in North and Latin America over multiple weekends from MS Exchange to Sun Java System Communication Services for Access Anywhere (EdgeMail).

- Migrating over six terabytes of data from various legacy sources in North and Latin America to one consolidated server/storage location. Migration required a) validation that available network bandwidth could support required migration timeframes and data volumes, and b) mitigation in cases where alternate means (such as secured, physical transport of electronic data) were needed to migrate the data.
- Migrating 4,500 users' MS Windows "home" directories from various legacy sources in North and Latin America over multiple weekends to one corporate approved and supported Unix home directory environment.
- Managed all project activities from project start-up to completion.
- Managed user communications and interfaces, including migration status, user processes and issue resolution.
- Managed migration preparation activities including notification and monitoring of users with data content or data volumes that did not comply with corporate standards and thus, could not be migrated without user action to correct the situation.
- Worked with matrixed business and technical teams, including Electronic Data Systems (EDS), Sun and contract resources to design, plan, test and execute migrations, including back out plans and procedures.

**United States Department of Education, Germantown, MD**

*January 2005 to January 2006*

*Project Manager, Application Development*

- Managed resources and resource assignments for 10 to 15 consultants working in a J2EE, JSP/Servlet, Struts and Oracle 9i environment.
- Tracked Project Plan progress, including variance reporting, change management and time reporting.
- Coordinated project schedule and plan with other project partners, phases and areas.
- Managed issue (defect) tracking and resolution using IBM Rational ClearQuest.
- Coordinated with system testing team to clarify and resolve defects.

**Sun Microsystems, Broomfield, CO**

*June 2003 to May 2004*

*Project Manager, Application Development*

- Tracked project progress and compliance with product life cycle procedures for a team of 8 to 10 resources in a Java, JSP/Servlet, JavaScript, and Oracle environment.
- Coordinated project schedules with other related projects.
- Provided issue tracking and resolution.
- Managed bug and enhancement issues and resolution schedules.
- Supported production monitoring across North America, Europe and the Middle East, and Asia Pacific.
  - Assisted first and second-level tier help desk support staff with load-balanced web server failover and application issues.

**Employment History**

Treinen Associates, Inc..... January 2015 to Present  
 TB Tech Associates, Inc. .... April 2013 to January 2015  
 Hewlett-Packard Company ..... September 2009 to October 2012  
 Electronic Data Systems..... May 1989 to August 2009

**Skills**

- Project Management
- Change Management
- Business Processes
- Technical design, review and verification

- Software performance (RTI), prototyping and documentation
- Unit, Application and User Acceptance Testing
- System integration and test plans
- Vendor Management

## Technical Skills

- |                              |                              |                            |
|------------------------------|------------------------------|----------------------------|
| ▪ AWK/vi                     | ▪ IBM VisualAge              | ▪ MS Windows               |
| ▪ BEA WebLogic 8.1           | ▪ IBM WebSphere 3.01         | 95/98/NT/2000/XP/Vista/7/8 |
| Portal/Integration (trained) | ▪ iPlanet Web Server 4.1/6.0 | ▪ NetBeans                 |
| ▪ Bourne/Korn shell          | ▪ Java                       | ▪ Oracle 7/8/9/11          |
| ▪ C                          | ▪ Java Servlets              | ▪ SQL/SQLPlus              |
| ▪ HP Quality Center          | ▪ JSP                        | ▪ Solaris 7/8              |
| ▪ HP UX 9.x/10/11            | ▪ Microsoft Office, Access,  | ▪ SQL Developer            |
| ▪ HTML                       | Excel, PowerPoint, Project,  | ▪ StarOffice 5.2/6.0/8     |
| ▪ IBM Rational ClearQuest    | Word, Visio, Project Server, | ▪ Struts                   |
|                              | Exchange                     |                            |

## Education and Certifications

Masters, International Management, American Graduate School of International Management, 1988

Bachelor of Science, Mechanical Engineering, Montana State University, 1987

Project Management Professional (PMP®) Certification, Project Management Institute, 2009

Prosci Certified Change Practitioner, Prosci, 2020

Agile Certified Practitioner (ACP) Certification, Project Management Institute, 2018

ITIL Foundation Certification, 2006

## Senior Business Analyst: Brandon Bright, ITIL® Certified

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### Profile

Mr. Bright brings over 20 years of information systems experience as a Business Analyst, Systems Analyst, process improvement specialist and technology leader. He has strong skills in eliciting and documenting requirements, documenting business process, supporting project management teams and implementation for both small- and large-scale projects with an emphasis on state and local government and banking industries.

Mr. Bright has strong interpersonal skills and develops solid communications and a constructive work environment. He is adept at developing relationships between diverse groups such as business users, customers, technical teams and management.

### Experience Summary

**Department of Licensing, Olympia, WA**

*July 2015 to July 2020*

*Senior Business Analyst, Professional Online Licensing and Regulatory Information System (POLARIS) July 2019 to Present*

- Collaborating with the Product Owner for responsibility of requirements and User Stories for the financial functions within the new product built on the Salesforce platform.
- Responsible for understanding the functionality between Salesforce and Basic.gov for the purposes of writing “to-be” workflows and how-to guides for staff.
- Working with the Business Analyst Core Team, established a set of processes for managing issues, workflow through Team Foundation Server and proper writing of User Stories.
- Mapped user stories to requirement to ensure functionality met the requirements.

*Senior Business Analyst, Service Desk Project*

*December 2018 to June 2019*

- Developed requirements and processes for a future Service Desk implementation based on ITIL® implementation experience.
- Gathered requirements and developed a plan for the implementation of: Incident Management, Service Request Fulfillment, Knowledge Management and integration of multiple contact centers into a single Service Desk, integrating metrics and KPIs into the organization and establishing a Service Catalog.
- Integrated Organizational Change Management (OCM) planning and resources into the overall project plan.
- Gathered requirements to update the existing IT Service Management tool—Service Manager.

*Senior Business Analyst, Organizational Change Management, Driver and Vehicle System (DRIVES) Replacement Project Rollout 2*

*August 2016 to December 2018*

- Developed the tasks, activities and approach for capturing “to-be” process maps to include a Lean session where the “to-be” mapping processes were agreed upon by all stakeholders.
- Facilitated over 50 current and future process mapping sessions to be later used for the development of requirements, training and drive understanding of business process in context with the implementation of the Commercial off the Shelf System (COTS).
- Working with individual business units, using the Prosci® ADKAR model, facilitating meetings to ensure the previously developed process maps are understood by managers and staff prior to implementation.

*Senior Business Analyst,*

*Driver and Vehicle System (DRIVES) Replacement Project Rollout 1*

*August 2016 to July 2017*

- Developed and executed all tasks and activities for a 25-person call center (DRIVES Support Command Center), serving as the single point of contact for system implementation and stabilization.
- Coordinated facility activities to launch the physical call center environment. This included:
  - Providing requirements for the call center telephony framework.
  - Installation and testing of workstations and phones.

- Ensuring all staff were fully trained on using all equipment.
- Developed and documented multiple workflow diagrams, requirements and escalation documents to help call center personnel.
- Served as the call center coordinator during go-live and stabilization activities.
- Created procedures and workflows for capturing call center metrics and developed reports for operational and executive management.
- Worked with Avaya Call Management System to manage call center activities by creating custom and dashboard reports.
- Provided business consultation to transfer responsibility of system implementation call center activities back to the business.
- Developed policies and processes for establishing a standardized support model (Information Technology Infrastructure Library (ITIL®)-based) to be used by the DOL Information Services organization after launch of the new system.

*Senior Business Analyst, Maintenance and Operations of ISD Applications*      *July 2015 to August 2016*

- Provided business analysis services to support the Department's maintenance and operations using Agile/Sprint methodologies.
- Developed Business Analysis Community of Practice with DOL's Business Analyst Manager.
  - Developed content and facilitated monthly Community of Practice meetings to promote collaboration between BA's working in different service lines.
- Participated in the development of requirements and processes of the future production support model based on ITIL® implementation experience. Developed content as part of a decision brief that was reviewed and approved by DOL executive leadership.
- Restored degraded or disrupted services to users, documented and investigated incidents to resolve the underlying causes and analyzed system performance to prevent future problems.
- Recorded, tracked and fulfilled service requests; tested and modified systems when infrastructure, operating systems, browsers and integrated third-party systems were patched or upgraded and DOL policy security/usability standards changed.
- Developed and tested enhancements to the system.

**Department of Revenue, Tumwater, WA**      *January 2015 to July 2015*

*Senior Business Analyst, Tax and Licensing Systems Replacement Project*

- Led analysis of replacement system reporting through development and management of a comprehensive inventory of over 2,000 reports that were in scope for the COTS solution.
- Worked with business leads, technical subject matter experts, and staff to develop and document a common process to provide a standard method for all report-gathering activities.
- Collaborated with database analysts to develop data rules, extracted data from existing systems and determined a strategy for data that didn't meet the data rules.
- Developed and executed the process for extracting MS Excel data into SharePoint lists for use by the COTS vendor for reporting activities.

**Department of Ecology, Olympia, WA**      *June 2014 to October 2014*

*Senior Business Analyst, Billing and Revenue Tracking System Replacement Requirements*

- Elicited and documented requirements for a COTS billing system.
- Created current and future business workflows describing the fee assessment process for the Water Quality program.



- Elicited and documented use cases to customize an internally developed permitting system adding a fee module to the system.
- Provided recommendations for automating steps of the billing process using features of a COTS billing system.

**City of Portland, Portland, OR**

*July 2013 to May 2014*

*Business Analyst, Permit and Case Management System*

- Gathered and documented business and technical requirements.
- Developed a comprehensive implementation strategy and plan.
- Facilitated multi-day workshops for gathering business requirements.

**City of Las Vegas, Las Vegas, NV**

*June 2013 to July 2013*

*Business Analyst, Permitting and Business Licensing System*

- Performed a current-state assessment and gathered requirements of existing systems and processes.
- Facilitated workshops for potential future-state improvements and documented technology and related systems.
- Developed future-state process improvements to help constituents determine the status of their projects through a single source of information.
- Drove process improvements by facilitating brainstorming sessions between management, individual staff and technical departments that had not previously collaborated on a project.

**City of Boston Licensing Board, Boston, MA**

*July 2012 to February 2013*

*Business Analyst, Design and Implementation of Infor Public Sector, Liquor Licensing Department*

- Designed and developed business requirement documentation for handoff to the technical resource for development into the Infor Public Sector Tool.
- Collaborated with the City of Boston Licensing Board to understand the current state and to develop future state practices that streamlined processes for the City of Boston constituents.

**Western Institutional Services Board, Olympia, WA**

*June 2011 to April 2012*

*Business Analyst, Design and Implementation of Web Portal*

- Worked extensively with stakeholders to define functional and non-functional requirements.
- Facilitated 40+ two-hour requirements gathering sessions over a four-month timeframe.
- Wrote functional use cases to describe system behavior using EA Sparx Enterprise Architect (UML-based requirements capture tool).

**Administrative Office of the Courts, Olympia, WA**

*October 2010 to March 2011*

*ITIL® Process Consultant*

- Subject matter expert in ITIL® Service Catalog process implementation.
- Assessed, architected, developed, documented, and implemented Service Catalog processes, procedures, and governance.
- Managed project tasks in MS Project.
- Developed work plan in conjunction with client resources.
- Developed professional relationships with customers to ensure delivery of quality products to customers' satisfaction.

**Department of Information Services (DIS), Olympia, WA**

*October 2007 to October 2010*

*Information Technology Services Management (ITSM) Coordinator*

- Coordinated the implementation of ITSM processes; specifically, ITIL® processes and procedures.
- Lead project manager for deployment of ITSM application InfraEnterprise.

- Utilized Project Management Institute processes tailored for DIS.
- Developed, documented, and implemented Incident, Problem, Change, Configuration, Service Catalog, Configuration and Release Management.
- Developed Business Process Management methodology tailored for DIS.
- Lead business analyst for development of automated workflows for ITSM toolset.

**Washington Mutual Bank (WaMu), Seattle, WA**

*May 2006 to October 2007*

*Infrastructure Specialist, Service Request Management Team*

- Managed projects to gather and translate the needs of the business into technical specifications for the WaMu service request tool.
- Accountable for specific Service Portfolios aligned to the lines of business for WaMu.
- Collaborated across business lines to achieve workable solutions for service offerings to our customers.
- Contributed to the design of end-to-end service offerings and created KPIs for those services.

*ITIL® Technical Specialist, Problem Management*

*March 2005 to May 2006*

- Developed processes, procedures, and work level instructions from the ground-up of the Problem Management process under ITIL® guidelines.
- Identified trends and workarounds and provided root cause analysis to prevent future incidents affecting WaMu technology.
- Participated in a collaborative effort that identified the lessons learned and corrective actions to promote the achievement of better consequences.

*Lead, Enterprise Incident Management*

*August 1999 to March 2005*

- Provided final escalation point on a 24/7 team for technology and non-technology related incidents affecting WaMu systems.
- Developed Incident Management processes and procedures with all technical support groups.
- Developed Incident Management integration with Event Management (monitoring) activities.
- Acted as liaison/customer service representative between WaMu and Siemens for a support contract switchover from IBM.
- Collaborated across-business line teams to coordinate, document and troubleshoot incidents and communicated with management and executives to achieve resolution.

**Employment History**

Treinen Associates, Inc.....	May 2014 to Present
Sierra Systems Inc. ....	October 2010 to May 2014
Washington State Department of Information Services .....	October 2007 to October 2010
Washington Mutual Bank .....	August 1999 to March 2007

**Skills**

- Management Consulting: Business Analysis, ITIL® Implementations, Business Process Improvement.
- Strong skills with key technologies: Microsoft (SQL, VB.net, MS Office Suite, Team Foundation Server (TFS), EA Sparx Enterprise Architect, Infor Public Sector, EMC Infra, McAfee Helpdesk, Clarity.
- ITIL® Foundations Certified Version 2, Version 3 Joint Application Design (JAD)/Facilitation.

**Education and Certifications**

Information Technology Infrastructure Library (ITIL®) Foundation Certification, 2008



# Santosh Naladkar

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**SALESFORCE PROGRAM/PROJECT MANAGER/SCRUM MASTER**

## Education

**INSTITUTION: SYMBIOSIS, PUNE**

Degree in PDGBA (Finance)

**INSTITUTION: SWAMI RAMANAND TEERTH UNIVERSITY, NANDED**

Degree: BE (Computer Science)

## Summary

- Santosh has 18+ years of experience working in delivery management, technical architecture, SCRUM, program management, project and product management, as well as operations and service management. In addition, Santosh has become well versed with requirement gathering, software design, development, testing and maintenance. Throughout this time, Santosh has earned experience with complex project execution using various methodologies including DevOps, Agile and Waterfall. He is well versed in ITSM/ITL and SDLC process. His vast experience has provided the opportunity to work at client locations across the United State, United Kingdom, Africa and India Captive.

## Experience

**SENIOR PROJECT MANAGER/SCRUM MASTER | MST SOLUTIONS LLC | AUG 2017-PRESENT**

- Played multiple roles based on the various initiative, including the Engagement Manager, Project Manager and Business Analyst, Technical Project Manager and SCRUM Master.
- Engagement manager/Project Manager, Business Analyst for a successful rollout of Arizona Department of Administration (ADOA) – Arizona Strategic Enterprise Technology (ASET) Strategic Plan Portal project for all state agencies, boards and commissions.
- Project Manager for Salesforce Assessment of Department of Economic Security (DES) current Salesforce environment and architecture assessment.
- Project Manager for Salesforce Sales Cloud & Pardot implementation for the Arizona Commerce Authority

**SENIOR PROJECT MANAGER | COGNIZANT TECHNOLOGY SOLUTIONS PVT. LTD | MAR 2000-AUG 2017**

Client Name: American Express

November 2010 – July 2017

Program Abstract: Hosting Service Central (HSC) on ServiceNow Platform (SaaS), Manage-IT Self-Service Tool on ServiceNow Platform (SaaS), ITSM Test Automation using Cucumber and Ruby, Orchestrator on Azure platform (PaaS).

Roles and Responsibilities: Played multiple roles based on the various initiative under this portal, including the Program Manager, Project Manager and Product owner, Technical Project Manager and

SCRUM Master, review/update for various SaaS and PaaS solutions, managed the Rally for SCRUM as well Kanban projects.

Client Name: Barclays UK Bank

July 2009 – October 2010

Project Abstract: Emerging Market Portfolio deals with Retail Banking for 8 SSA countries, the aim of the program to develop and enhance the different complex application for the bank users to carry out day-to-day retail customer transactions.

Roles and Responsibilities: Managed eight country rollouts, including single and multi-phased approaches, aligned with the different retail banking programs and adhered to the tight schedule and timelines, performed integrated project planning and tracing, stakeholder management, communication management, as well as resource planning. Also, managed transitions, financial escalations, trainings, staffing, resource onboarding & offboarding, performance appraisal for the Portfolio and Program / Projects resources.

Client Name: Washington Mutual  
California, USA

January 2007 – March 2009

Project Abstract: Developed a set of business and application services for usage across WMCS applications, including a single billing platform, common payment gateway, single interface for communication with other applications, early credit card fraud detection mechanism, generic fulfillment engine and rule service using using a web logic rule engine.

Roles and Responsibilities: Project planning and tracking in a multi-vendor scenario, account related activities such as forecasting, profitability, invoicing, handling client specific audits, and handling revenue leaks.

Client Name: Metropolitan Life Insurance  
Georgia, USA

November 2004 – Dec 2006

Project Abstract: MetLife Pricing system is the robust system developed from scratch; it is derived from two other MetLife old systems, named CAPS and TSO Pricing. CAPS is a Swing/Oracle based application where as TSO Pricing is a Mainframe based. This system caters to Single annuity premium contract for MetLife's customer who wants to sell their liabilities of handling pension plans of their employees to MetLife by paying Single Premium amount. The challenges involved in this project were to understand the system, requirement gathering and build the system on modern technology bases Struts-Portlet architecture with DB2 as backend.

Roles and Responsibilities: Project leading and project tracking, Team Building, Conducting JAD sessions with business users, ensuring integration of 6 different heterogeneous applications under single PWB umbrella, handling multiple simultaneous projects (SBR and PWB), client escalations and status tracking and design and code reviews.

Client Name: GMAC  
Michigan, USA

August 2004 – October 2004

Project Abstract: GMAC's Retail Self Service initiative is part of Web Self-Service strategy for consumer facing applications. GMAC has a need to develop RSS to provide self-service capabilities through self-registration, profile maintenance, account updates and pay-off quote requests and payment options.

Roles and Responsibilities: Requirement gathering and working with offshore team members for preparing the requirement specification documents.

Client Name: Dun & Bradstreet  
New Jersey, USA

May 2003 – July 2004

Project Abstract: D&B is the world's leading business information provider, enabling business-to-business commerce for over 160 years. D&B provides the information, tools and the expertise to help the customers "decide with confidence". The Data Integration Toolkit allows customer to integrate D&B data across their systems and applications with minimum investment by delivering real-time data into applications without disrupting workflows, using a standardized internet language (XML) that works across applications and increasing reliability by being web based.

Roles and Responsibilities: Onsite coordination and working with offshore team for maintaining the current application and doing the enhancements, creating the build scripts for the new releases and planning for the Business Continuance.

## Certifications

- Salesforce Certified Platform App Builder
- Salesforce Certified Administrator
- SAFe® Agilist (SA)
- Cloud Essentials
- CSM
- PMP
- ITIL V 3.0



# Satish K. Anickode

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## SALESFORCE TECHNICAL ARCHITECT

### Summary

- Over 22 years of experience in architecture, design, and development of large-scale distributed enterprise applications using Software-as-a-Service (SaaS) and big data solutions.

### Experience

#### **SOLUTION ARCHITECT | MST SOLUTIONS LLC | JUN 2017-PRESENT**

- Architected a Licensing system for Arizona Registrar of Contractors.
- Architected a Residential Home Management system for Progress Residential.
- Architected National Accounts Onboarding application for Republic Services using Salesforce Service Cloud.
- Worked on assessing the current state of Salesforce architecture for Department of Economic security. As part of the assessment, provided recommendations on improving the current state of the system, reducing maintenance cost and implementing best practices to pave the way for the long-term system growth.
- Architected a solution for the Arizona Department of Administration (ADOA) to gather and manage the strategic plan for over 130+ AZ State government agencies, boards and commissions. The ADOA solution was designed using Salesforce Service Cloud and Salesforce Communities.
- Architected a solution using Salesforce Force.com Platform and Communities to effectively manage the Search and Rescue effort for the AZ Department of Emergency and Military Affairs.
- Implemented a grants management system for Arizona Commission on Arts using Salesforce Sales Cloud.

#### **SOLUTION ARCHITECT | SKYTOUCH TECHNOLOGY/CHOICE HOTELS INTL | JUNE 2014-DEC 2017**

- Migrated an in premise J2EE based Property Management System that supports day to day operation of 6000+ hotels worldwide to Amazon Web Services (AWS) Cloud.
- Worked with stakeholders to identify and document the required quality attributes and created high-level component designs for features under development.
- Architected micro-services using Java 8, Spring Boot and RabbitMQ; designed service APIs using API first design pattern for access through Thrift and REST clients.

#### **ENTERPRISE SOFTWARE ENGINEER/APPLICATION ARCHITECT | EARLY WARNING SERVICES LLC | FEB 2005- JUNE 2014**

- Responsible for the implementation of a big data-based solution to detect duplicate checks deposited through smartphones or ATM's. This solution was implemented using GigaSpaces and Cassandra.
- Architected an application to determine customer's new account opening velocity across different banks based on account opening data residing across multiple systems. This system was built on service- oriented architecture principles using JBoss SOA-P, Oracle 11g, and SQL server 2005.
- Led the development of an application to provide real-time alerts to consumer credit monitoring service providers when a bank account is opened, or personal information is updated on the account.

This application was developed using Java 6, JBoss application server 5.0, Drools, Clover ETL, and Oracle 11g.

- Implemented new features for online new account risk monitoring application. This application was developed using Java 1.4, J2EE, WebSphere Application Server 5.1/7.0, Jasper Reports, WS-Security 1.0, and Oracle 9i.
- As an architect was responsible for the development of a workflow application that enabled banks to monitor and take actions on risk warnings issued on customer accounts using ASP.NET, C#, and Oracle.
- As a member of Architecture Review Board was involved in reviewing architecture and developing standards for the organization.

**SYSTEMS ARCHITECT | PAYBYCLICK CORP | MAR 2002-FEB 2005**

**SENIOR ANALYST/PROGRAMMER | IGATE CORP | MAY 1996-FEB 2002**

## **Certifications**

- Salesforce Certified Application Architect
- Salesforce Certified Integration Architecture Designer
- Salesforce Certified Data Architecture and Management Designer
- Salesforce Certified Sharing and Visibility Designer
- Salesforce Certified Platform Developer 1
- Salesforce Certified Platform Application Builder

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## SALESFORCE BUSINESS ANALYST

### Education

#### ARIZONA STATE UNIVERSITY

Bachelors of Science in Business Administration, Major in Finance

#### HONG KONG POLYTECHNIC UNIVERSITY

Hong Kong SAR, Study Abroad

### Experience

#### BUSINESS ANALYST | MST SOLUTIONS LLC | MAY 2018-PRESENT

- Build a clear requirements development strategy for each customer engagement and lead discovery activities to gather, define, and document business requirements.
- Work closely with architecture, development and other technical teams to ensure sound solution design directly related to customer requirements, business processes and Salesforce platform capabilities.
- Develop implementation estimates and plans for phases of the delivery lifecycle, including development, testing, training, communication, deployment, and post-production support.
- Document requirements in the form of use cases, business requirement documents, and user stories

#### IT PROGRAM MANAGER | CHOICE HOTELS INTERNATIONAL | SEPT 2017-MAY 2018

- Directed a high profile, strategic program to improve business analytics capabilities and information systems.
- Controlled project scope, budget, and schedule, and develop risk response strategies.
- Leveraged communication, negotiation, and problem-solving skills to eliminate roadblocks, resolve conflicts between technical and business teams, and brief senior management.
- Refreshed the IT Strategy and Program Management Office processes, procedures, templates, and functions.

#### IT PROJECT MANAGER | U.S. CITIZENSHIP & IMMIGRATION SERVICES | JUNE 2016- SEPT 2017

- Managed multimillion-dollar agile IT programs through the full development lifecycle to help modernize the U.S. immigration intake systems.
- Conducted requirements and stakeholder analysis to generate project deliverables and engaged stakeholders to manage product backlog and document lessons learned.
- Developed acquisitions plans, performance work statements, business cases, cost estimates, and user stories.
- Performed contract administration, including monitoring contractor performance, spending, and resources; managing schedule changes; onboarding contractor personnel; and reporting project status.



### **SENIOR IT PROCUREMENT MANAGER | NORTH COUNTY TRANSIT DISTRICT | JUN 2014 – JAN 2015**

- Advised senior executives on acquisition planning, process improvements, and strategic sourcing initiatives.
- Led the planning, acquisition, and implementation of an Oracle enterprise resource planning system, enterprise content management system, and radio-frequency identification asset tracking system.
- Delivered IT procurement training to a 30-person team and established new standard operating procedures.
- Developed and enhanced risk response strategies, quality assurance surveillance plans, and customer relationships.

### **SENIOR PROCUREMENT OFFICER(BUYER) | US DEPT OF HOMELAND SECURITY | JUNE 2009-JUL 2014**

- Negotiated multimillion-dollar contracts to support a range of foreign assistance and domestic programs.
- Developed technical specifications and procurement documents and conducted kick-off meetings to ensure a clear understanding of project scope, deliverables, and change management processes.
- Led business process improvement efforts, including the creation of iTrack, a customized document tracker built using Microsoft SharePoint to optimize the approval flow of agreements.

### **Certifications**

- Salesforce Certified Administrator
- Project Management Institute- PMP Certified
- Scrum Alliance – CSM Certified



# Matthew Billups

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## **SALESFORCE DEVELOPER**

### **Education**

#### **FORT LEWIS COLLEGE**

Bachelors of Arts, Computer Science-Information Systems 2012

### **Experience**

#### **SOFTWARE ENGINEER | MST SOLUTIONS LLC | MAY 2019-PRESENT**

- Lead developer on Arizona Registrar of Contractor(AzROC) engagement
- Guiding and mentoring the MST offshore team on AzROC project
- Provide day to day design oversight for AzROC project
- Played a key role in comprehensive discovery phase of AzROC project.

#### **SALESFORCE DEVELOPER/ADMIN | MATSON MONEY INC | AUG 2018-APRIL 2019**

- Only in house Salesforce developer/admin for the company's Scottsdale office
- Design and implement solutions following Salesforce and industry best practice standards first
- Agile methodology – daily stand up meetings, sprint reviews, and retrospectives
- Jira – Create, define, and estimate user stories
- Development – Apex, Visualforce, JavaScript
- Update existing code for feature improvements, bug fixes, and necessary changes to align with best practices
- Lightning Experience – Lightning Components, Lightning App Builder, JavaScript

#### **SALESFORCE DEVELOPER | REDPOINT SOLUTIONS LLC | MAY 2015- JUNE 2018**

- Customer Success Manager – leader of the support team and helped customer support operate efficiently and to the satisfaction of the customers
- Build and design solutions following the approach of maximizing standard functionality first and resulting to custom functionality only when necessary, including writing triggers and classes
- Development – Apex, Visualforce, JavaScript
- Experience – setup various applications utilizing the new Salesforce Lightning interface and functionality, including custom Lightning Components
- Custom API integrations
- Managed Packages
- Manage, design, and implement one-off projects
- Document detailed business processes
- Manage automated version control for numerous clients via BitBucket and CloudBees utilizing GIT
- Mentor and train new hires

#### **SALESFORCE ADMIN/SUPPORT TEAM LEAD | CLOSEDWON LLC | JULY 2012 – FEB 2015**

- Build and design solutions following the approach of maximizing standard functionality first and resulting to custom functionality only when necessary

- Work closely with clients in collaborative manner to deliver the solution they are looking for
- Update existing implementations and make custom changes per client's requests on the fly
- Maintain a well-rounded knowledge of the Salesforce platform and countless implementations for various customers
- Document detailed business processes for clients
- Map out an entire implementation's data security infrastructure
- Update existing code to meet new requested requirements including Apex, Visualforce, CSS, and HTML
- Write new code to meet functionality requirements unable to be done declaratively

## Certifications

- Salesforce Certified Administrator
- Salesforce Certified Advanced Administrator
- Salesforce Certified Platform App Builder
- Salesforce Certified Platform Developer I
- Conga Composer Level 1

## Technical Skills

- Apex
- Java
- Visualforce
- HTML, CSS
- Technical Documentation
- Gimp
- Photoshop
- GIT
- Version Control



# Ashok Kumar Jayakumar

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## QUALITY ANALYST MANAGER

### Education

#### **MADRAS UNIVERSITY, CHENNAI, INDIA**

Master of Business Administration

#### **ANNA UNIVERSITY, CHENNAI, INDIA**

Bachelor of Engineering in Computer Science

### Summary

Ashok is a hands-on technology professional with 13+ years of experience in Automation architecture and Application Testing. Ashok had provided technical solution in the Automation development and testing of complex web based & client -server applications. He is an expert in SFDC functionality and testing salesforce objects and administration on the Sales Cloud and Service Cloud, Ashok is a specialist in QA Automation Architect & Solutions: Strategic planning in Automation/Manual, Test Automation Development & creating Frameworks, Design and code reviews, mentoring & guidance. He is an excellent communicator with great interpersonal skills.

### Experience

#### **QUALITY ANALYST MANAGER | MST SOLUTIONS LLC | JAN 2019-PRESENT**

- Analyzed business requirements stories and created the test strategy document that defines the test environment, the phase of testing, entrance and exit criteria into different phases of testing
- Created automation scripts with Page Objects and Data Driven Framework
- Configured and tested the user Roles, Role hierarchies, Profiles, Permission sets and Sharing settings, Groups, Queues
- Architect and build test frameworks to validate API interactions between systems - for both internal and external APIs and web services using HTTP/HTTPS, REST/JSON and XML
- Perform ongoing Salesforce administration (Including but not limited to: Standard Objects, Custom objects, manage package objects, create/maintain user profiles defining master detail, lookup relationships, fields, updating layouts etc.)
- Created and tested various metadata - Custom Objects, Custom Settings, Custom Labels, Validation rules, Record types, Custom Tabs, Workflow rule and approval process including Field updates, email alerts
- Lead, coordinate, and execute Software Quality Assurance activities for projects and maintenance activities through different phases of software development

#### **SR. QUALITY ANALYST LEAD | MST SOLUTIONS LLC | MAY 2016-DEC 2018**

- Design, develop, test, document, and deploy high quality business solutions for implementing Microchip Compass Application in salesforce to manage renovations & turns for Microchip Compass on the Force.com platform.
- Create and maintain automation test scripts using well defined test automation strategy using selenium webdriver version 3.0 to validate and perform integration testing between salesforce and other integrated components. ( TaskRay Managed Package , Yardi , S3 )

- Perform Data analysis and data quality validations using SOQL queries for the existing data warehouse system (Business Intelligence) where data will be pushed to this system from Microchip Compass application at a regular interval
- Perform Mobile Application testing for Progress Residential app which is mySalesforce mobile app launching in both Android & IOS devices to support make ready technicians and third-party vendors. Develop and perform User Interface testing, Compatibility testing, Performance testing with the help of Appium test scripts for every sprint release

### **SENIOR BUSINESS ANALYST | AETNA INC. | DEC 2013-AUG 2016**

- Lead Business Analyst for multiple migration projects of Claim/Encounter system.
- Successfully reduced requirement defects by more than 55% by designing requirement gathering templates based on historical projects and lessons learned. Received 'Silver Award' for this effort presented by Aetna Medicaid leadership.
- Designed and implemented a Project SharePoint site with automated features to share project status and alerts with all stakeholders involved in multiple large projects.
- Supervises projects as expert in healthcare business systems and ensures end-to-end requirements traceability, test planning, and test execution strategies.
- Trains new Business Analysts and Quality Analysts on claims information systems, encounter information systems and various complex healthcare HIPAA standards like 837, 999, TXN, 277, 835.
- Piloted implementations of new tools like Rational Requirement Composer for Large Projects portfolio.
- Technologies and Tools Used: MS SQL Server 2008, SSIS, Rational ClearCase/ ClearQuest, MS Sharepoint.

### **SENIOR QUALITY ANALYST | AMD (ADVANCED MICRO DEVICES) | OCT 2010 – SEP 2013**

- Designed and developed web applications using latest technologies and tools
- Responsible for defining the scope of the project, process modeling and capturing business requirements
- Obtained business requirements through interviews, document analysis, site visits, business process descriptions, workflow analysis and use cases
- Co-authored Business requirements specification (BRS), Use case specifications, systems Requirement specification (SRS) and change request along with the Business group and IT project group members
- Identify key metrics to understand the performance of product, develop dashboards and reports to track performance, and perform statistical analyses of experiments
- Apply UML notations and methodology in developing models that accurately represent the Business process and workflows and clearly communicate them to the stakeholders
- It involves working closely with the business partners, Infrastructure, development team and Database teams for requirements gathering, writing business/ functional requirement documents, system testing and user acceptance testing (UAT)

### **QUALITY ANALYST | HCL | JUNE 2006 – SEP 2010**

## **Certifications**

- Salesforce certified Platform App Builder (PAB)
- ASTQB/ISTQB CTFL Certified Tester