



SUMMARY

Proven leader with more than 25 years' expertise in complex software/systems project and program management: Full SDLC application development and implementation, employing Agile/Scrum, RAD, Waterfall, Lean, Object-Oriented Analysis and Design.

Demonstrated **excellence in project execution, implementation, and delivery**: Produce results above and beyond expectations despite shifting time, scope, and budget constraints.

Outstanding organizational and analytical skills, innovative problem-solver, flexible and responsive to change: Create order out of chaos and juggle multiple tasks.

Extremely effective written and verbal communicator, articulate team leader and asset. Strong interpersonal skills, build successful working relationships within teams, with stakeholders and vendors, across diverse functional areas.

Strategic and tactical specialist: Capable of defining long-term objectives while setting priorities and methodology to achieve them.

PROFESSIONAL EXPERIENCE

SENIOR PROJECT MANAGER, CONSULTANT, Charles Schwab Asset Management, San Francisco, CA **2021-2022**

Delivered on-time and on-budget \$4.9MM replacement of order management and trading platform (Charles River Development) with BlackRock's Aladdin for 40 Act Equity Products and Managed Accounts, providing stable uptime and support for increased volume resulting from multiple acquisitions, including TD-Ameritrade integration.

Enabled decommissioning of multiple instances of CRD; reduced application footprint and lowered technical debt.

- Provided strong leadership to unite multiple independent workstreams, creating a cohesive, project team; bridged gaps, facilitated identification of interdependencies, and reduced ambiguity; drove conversion timelines.
- Supported Asset Management teams (portfolio managers, traders, et al) with minimal experience in large-scale system and data conversions to "play catch-up:" kick-started business-side activities; established and held team to key milestones.
- Facilitated program leadership discussions to refine strategy, drove prioritization and forced decision-making. Established project structure allowing team to gain traction refining scope and timeline, and deliver on commitments.
- Executed all key project management responsibilities including: project planning, milestones and forecasting, issue/risk management, testing and training; contingency planning; senior enterprise management reporting. Ensured delivery of auditable and required artifacts, managed all phase gate transitions, coordinated multiple conversion events.

SENIOR TECHNICAL PROJECT MANAGER, CONSULTANT, First Republic Bank, San Francisco, CA **2014-2017, 2018-2019**

Successfully managed and delivered multiple strategic and tactical end-to-end application implementations for Deposit Services and Lending organizations. Projects included replacement of core systems and data conversion:

- *Legacy Debit/ATM card processing and ATM driving system to new Visa-hosted solution. Improved client services and back-office productivity. New risk scoring functionality to reduce bank exposure risk; Enhanced reporting capabilities with near-real-time data ETL. Introduced SMS Fraud Alerts, mobile Purchase Alerts and Card Controls.*
- *Legacy ACH system: Introduced real-time integration with core banking platform. SFTP file transmission management, data warehouse ETL and reporting. Established real-time integration with Guardian FraudMap.*

Project Management:

- Definition and management of project plans, scheduling, scope and change management, budget, and financial forecasting, resource needs assessment; issues management and risk mitigation. Managed project deliverables and dependencies; communications and training.
- Managed stakeholder engagement. Guided business partners through complex system implementations, introduced best practices to reduce risk and enable continuous improvement. Managed FTE and contract resources; vendor partners.
- Defined deployment and implementation strategies including Production parallel with Prod test accounts; cut-over timing, go-live activities, and roll-back plans. Coordinated system, regression, user acceptance testing.
- Authored "Big Bang" conversion playbook for end-to-end implementation sequence, dependencies, Go/No-Go check points. Integrated 500+ tasks of diverse workstreams including: technology deployments, MarCom, vendor activities.

Analysis: Collaborated with business and technology stakeholders, analysts, BSA/AML, and Compliance to define and vet business and technical requirements. Created workflow mapping – current and future state; defined configuration change management; authored all PMO-required documentation to comply with audit trail requirements.

Additional projects:

- Application and database upgrades for Returned Check Item Processing. Automated customizable client notifications, replacing error-prone manual process saving staff 4-6 hours/day.
- Recommendations for real-time wire fraud monitoring target-state operating model: reduce loss, mitigate back-office and Banker pain points, improve client satisfaction, increase straight-through processing, operating efficiency.
- Facilitated cross-enterprise Senior Leadership offsite defining strategy for improved workflow and operational efficiencies.

SENIOR TECHNICAL PROJECT MANAGER, SCRUMMASTER; CONSULTANT, Charles Schwab, San Francisco, CA 2012-2013

Managed and delivered new .NET and mainframe DB2 web services and applications, enhanced existing applications to meet evolving business needs and infrastructure changes.

ScrumMaster: iteration planning, daily stand-ups, sprint reviews, retrospectives, issue resolution, reporting, coaching and creating best-possible environment for self-organizing team to excel.

- ScrumMaster, Product Backlog Owner, Project Manager, and coach for first-ever Agile/Scrum project for one technology domain. Delivered reusable .NET Web Services, WSDLs, and multiple operations.
- Managed releases across numerous platforms, code merge and build coordination. Implemented new Production and fail-over servers, build servers (VM), deployments, go-live criteria, Production Certification.
- Mentor for continuous improvement maximizing development team flexibility and efficiency. Automated status collection resulting in net gain of 32 monthly development hours for single domain.

Project Management: Timeline and budget; scope, requirements and ambiguity reviews; change requests, escalations, and arbitration; issue resolution and risk mitigation; onshore/offshore coordination, resource allocation planning. Systems integrations, QA and UAT coordination, deployment and backout planning, verification and certification. Governance adherence, stakeholder communications, status reporting. Projects included:

- Successful database conversion impacting 6MM client records, 29MM test accounts; Rewrite of letter generation application enabling trigger-based content, integration with new vendor and management teams.
- Development and implementation of web-based front-door application for submission, triage, and routing of work requests. Documented user experience and data flows; developed training materials; steering committee presentations.

SENIOR TECHNICAL PROJECT MANAGER; CONSULTANT, McKesson Corp., San Francisco, CA 2011-2012

Delivered behind-schedule, underfunded migration of McKesson IT/Promotional Accounting applications and databases

- Successfully migrated 39 applications/200+ databases to 4-node SQL Server cluster; upgraded hardware, software, VM environments. Devised cut-over readiness timeline and implementation strategy. Coordinated external data feed integrations; relationship manager to Infrastructure, DBAs, WSA, et al.
- Significantly improved application quality and delivery by introducing best practices: formal QA, critical path management, dependency identification, change control. Implemented path to Production establishing stand-alone development and QA environments, source control policies and procedures.

SENIOR TECHNICAL PRODUCT MANAGER; CONSULTANT, Charles Schwab, San Francisco, CA 2010-2011

Product and project management of initiatives for brokered cash products.

- Successfully moved \$3.8B in 336k client accounts from one cash investment feature to another; managed cross-functional team of more than 80. Developed client and field communications. First-year revenue increase of \$76.2MM.
- Drove product management deliverables, wrote use cases for a new cash feature. Developed business process flows based on elicitation of owners and stakeholders. Defined and executed user-acceptance testing, wrote test plans, scripts.

SENIOR PRODUCT MANAGER; CONSULTANT, Blue Shield of California, San Francisco, CA 2009

Strategic and tactical leadership for roll-out of web-based enrollment and eligibility software.

- Implemented third-party software product rollout. Performed business process analysis, wrote business requirements, use cases, workflows, user manual; defined user-acceptance testing. Managed vendor relationship.
- Managed cross-functional team to develop and deliver audit and reconciliation between front-end database and systems of record. Brokered tactical resolution gaining consent from stakeholders, development teams, and vendor.

PROJECT & PRODUCT MANAGER, BUSINESS ANALYST; CONSULTANT, Charles Schwab, San Francisco, CA 2006-2008

Managed/contributed to more than 25 marketing and regulatory programs that deliver a significant share of Firm's revenue. Projects continue to generate substantial revenue.

- o Seamlessly moved \$12B from Brokerage deposits to Schwab Bank with projected revenue increase of over \$600MM over 5 years, impacting over 1MM clients. Owned project plan, technical execution timeline, field training.
- o Managed flawless execution of consolidation of client cash assets required by affiliate divestiture, in compliance with legal and regulatory requirements; wrote communications plan, client communications, field rep training material.
- o Developed business process models, use cases, UML, workflow diagrams; led requirements walkthroughs. Presided at kick-offs gaining stakeholder alignment. Principal point of contact to technology organization and Program Office.
- o "Fire Fighter:" Led analysis, and successful remediation of highly confidential projects impacting thousands of clients and myriad systems. Coordinated technical, legal, regulatory, financial, and communications efforts.

TECHNICAL PROJECT & PROGRAM MANAGEMENT; CONSULTANT, Charles Schwab, San Francisco, CA 1997-2005

TECHNICAL PROJECT MANAGER – Received numerous Excellence in Service Awards

Managed full SDLC projects and technology teams for web-based applications, distributed and mainframe systems, frameworks, and systems integration efforts.

- o Managed multiple concurrent projects. Defined milestone and release calendars. Established pre- and post-launch implementation strategies. Delivered comprehensive regulatory and executive management reporting.
- o Analyzed business requirements and coordinated technical sizings, providing options to stakeholders. Wrote use cases/functional specifications. Identified dependencies, managed scope and change control. Developed contingency plans, managed/mitigated issues and risks. Performed Production Certification testing.
- o Developed corporate-wide project plan standards; authored/delivered mandatory MS-Project training class. Authored "Project Manager's Cookbook," a web-based how-to for schwab.com application development.

TECHNICAL PROJECT PORTFOLIO MANAGER

Successfully coordinated delivery of enhancements to core systems for firm-wide initiative redesigning client offering; impacted all clients. Program budget: \$34MM.

- o Motivated, inspired, and mentored Technical Project Managers to success. Provided governance, ensured Sarbanes-Oxley Act compliance; implemented Best Practices. Confidant for TPMs, point of escalation, advocate to senior management.
- o Developed program roadmap, identified and prevented gaps/collisions in requirements, design, development, testing. Drove program timeline, set expectations, facilitated negotiations among project teams, business owners, management.
- o Planned and coordinated successful cutover of enterprise-level software changes with multiple dependencies. Staffed command center, provided support to remote locations across the U.S.

TECHNICAL HIGHLIGHTS

Extremely adept at mastering software applications. Expertise includes:

- Development Methodologies* – Agile/Scrum; Waterfall; Rapid Application Development (RAD); Lean; Prototyping/POCs
- Desktop Applications/Programs*
 - Microsoft – Office (*power user*); Teams; SharePoint; Project/Project Server; Visio; Visual Studio/Team Foundation Server
 - Atlassian – Jira, Confluence
 - Other – Redbooth, Trello
 - Visual Basic for Applications

PROFESSIONAL DEVELOPMENT AND EDUCATION

Member: Scrum Alliance, Project Management Institute

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| Scrum Alliance | Scrum Master Certification |
| Rational University Certifications | Fundamentals of the RUP; Principles of Managing Iterative Development; Requirements Management with Use Cases |
| San Francisco State University | Multi-Media Studies Program |
| University of California, Berkeley | "Programming with Visual Basic" |
| Dartmouth College | A.B., Psychology |