

Appendix 3: Key Personnel for Information Technology Transformation at the Department of the Interior

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This proposal is contingent on the Parties reaching mutually agreeable terms and conditions and upon acceptance of any limitations described herein.

1. OVERVIEW OF KEY PERSONNEL, EXPERTS, AND WORKING TEAM

This appendix provides a general description of the experience and capability of each of the key people on McKinsey’s proposed team (section 1) as well as detailed resumes and representative examples of team members’ work experience (section 2).

1.1 QUALIFICATIONS

We have assembled an exceptionally talented and diverse set of key personnel to assist the Department of Interior in the Information Technology Transformation detailed planning. The key personnel consist of the Leadership team and experts in four critical areas: Information Technology Service Management, Data Center, Cloud Computing, and Asset Management.

As a group, the proposed team has:

- Developed multiple detailed plans involving IT Service portfolios, chargeback design, governance, and financial modeling for similar large IT organizations in both Federal agencies and private sector clients
- Familiarity with DOI and many of its IT systems through successful work on the highly complex MMS reorganization and third-party FBMS assessment
- Served agencies in over a third of the Cabinet level Departments,
- Planned and conducted successful major change management efforts in dozens of organizations—some with more than 100,000 employees.

The group also includes a complementary mix of education and training, spanning a range of technical disciplines (e.g., computer science, information management, engineering), business management expertise (e.g., inclusive of business case evaluation, change management, and governance processes) and law. Our proposed key personnel received their education at some of the world’s most well-regarded institutions such as Harvard, Yale, the Indian Institute of Technology, Northwestern University, the University of Chicago and the University of Pennsylvania.

A summary of the qualifications of the key personnel and experts is provided in the table below.

Key Personnel or Expert Team Member	Relevant expertise and experience
Ankur Ghia (<i>B.B.A. University of Texas, M.B.A. The Wharton School at the University of Pennsylvania</i>)	<ul style="list-style-type: none">■ Associate Principal in the Washington DC office of McKinsey & Company■ Member of McKinsey’s Public Sector Information Technology Practice and prior experience serving several federal departments including Treasury, IRS, State, USAID, Defense (OSD), and the Air Force■ Leader within the McKinsey’s Business Technology

	<p>Office (BTO)</p> <ul style="list-style-type: none"> One of McKinsey’s leading practitioners in designing and implementing IT consolidations and transformations in large, complex government organizations
<p>Steve Kelly (<i>B.A. University of Virginia, J.D. Harvard University</i>)</p>	<ul style="list-style-type: none"> Director in the Philadelphia office of McKinsey & Company Leads McKinsey’s North America Public Sector Technology Practice and a member of its Business Technology Office Serves many large private sector banks, insurers, and technology firms as well as many public sector clients on a broad range of technology- and strategy-related topics Led McKinsey’s work with DOI (FBMS) and OMB
<p>Andrew Sellgren (<i>B.A. Berkeley, Ph.D. University of Chicago</i>)</p>	<ul style="list-style-type: none"> Principal in the Washington, DC office of McKinsey and member of McKinsey’s Public Sector Practice Expert in change management in the public sector Led McKinsey’s work at Interior on FBMS and on BOEMRE transformation, including IT governance, IT capabilities, and assessment of major IT investments
<p>Jon Wilkins (<i>A.B. Dartmouth College, J.D. Yale University</i>)</p>	<ul style="list-style-type: none"> Principal in the Washington DC office of McKinsey & Company Leader within McKinsey’s North American Public Sector Practice, with experience serving the Department of the Interior Significant experience serving public sector organizations on strategic and organizational topics
<p>Will Forrest (<i>M.A. University of Edinburgh</i>)</p>	<ul style="list-style-type: none"> Principal in the Chicago Office of McKinsey & Company Leader in McKinsey’s IT infrastructure practice and member of the Business Technology Office. Leads McKinsey’s data center practice Expert in IT infrastructure, data center strategy and operations, green data center, cloud computing and IT governance
<p>Jinsook Han (<i>B.S. Virginia Tech, M.B.A. Northwestern University</i>)</p>	<ul style="list-style-type: none"> Associate Principal in the New York Office of McKinsey & Company Member of McKinsey’s Public Sector Information Technology Practice and prior experience a number of

	<p>federal departments including US Treasury</p> <ul style="list-style-type: none"> ▪ Deep expertise in cost transformations and IT and Finance shared services strategy development and migration and has served clients in these topics in public, private and non-profit sectors
<p>James Kaplan (<i>B.A. Brown University, M.B.A. University of Pennsylvania</i>)</p>	<ul style="list-style-type: none"> ▪ Principal in the New York Office of McKinsey & Company ▪ Leader in McKinsey’s IT infrastructure practice and member of the Business Technology Office ▪ Significant client experience in large scale IT transformation, IT operations and IT infrastructure in both public and private sector
<p>Chandru Krishnamurthy (<i>B.S. Indian Institute of Technology, M.Sc Vanderbilt University, M.B.A. University of Pennsylvania</i>)</p>	<ul style="list-style-type: none"> ▪ Director in the Atlanta Office of McKinsey & Company ▪ Leads McKinsey’s Public Sector Business Technology Office Practice ▪ Has led IT-related engagements within the Public Sector, including with the Department of Defense and F.B.I. ▪ Led McKinsey’s work with the U.S. Air Force
<p>Anupam Mishra (<i>B.Eng. University of Indore, M.S. Indian Institute of Technology, M.B.A. University of Chicago</i>)</p>	<ul style="list-style-type: none"> ▪ Associate Principal in the Chicago office of McKinsey & Company ▪ Member of McKinsey’s Business Technology Office ▪ Currently leading the third party review of FBMS at the Department of Interior ▪ Has helped a number of clients in multiple areas including IT portfolio analysis, sourcing strategy, project assessment and end user support
<p>Garrett Ulosevich (<i>B.A. Trinity University, M.B.A. Northwestern University</i>)</p>	<ul style="list-style-type: none"> ▪ Associate Principal in the Washington DC office of McKinsey & Company ▪ Member of McKinsey’s Public Sector Practice and prior experience serving the Department of the Interior ▪ One of McKinsey’s leading practitioners in designing and executing organizational change in large, complex government organizations

2. DETAILED RESUMES

Core Leadership and Key Personnel

Ankur Ghia (Project Manager)

Steve Kelly

Andrew Sellgren

Jon Wilkins

Expert Panel

Will Forrest

Jinsook Han

James Kaplan

Chandru Krishnamurthy

Anupam Mishra

Garrett Ulosevich

Representative Working Team

Shivani Garg

Molly Lindsay

Eric Nichols

Rishi Roy

ASSOCIATE PRINCIPAL

Proposed Role

Project Manager

Background

Ankur is an Associate Principal with McKinsey & Company's Washington DC office, focused on serving clients address challenges at the crossroads of public service and Information Technology. Ankur has served a variety of civilian and defense agencies, including IT shared service Transformation, IT mega-project management and rescue, large-scale IT modernization efforts, IT organization design/performance assessment, and IT procurement and cost savings initiatives. He has also led multiple public-sector change management programs, helping to translate recommendations into real changes with proven impact.

Selected Expertise

- Public sector IT shared services and transformation
- IT governance and performance management processes
- Change management and capability-building

In 2008 and 2009, Mr. Ghia served as an advisor for the Obama-Biden Transition Project on the Technology Innovation and Government Reform (TIGR) team, focused on creating the 100-day plan to drive IT reform initiatives across the Federal government. Prior to McKinsey, Mr. Ghia worked in finance at Lazard Frères in its investment banking division and before that as an advisor to the CEO of Pratham, one of the largest education non-profit organizations in India.

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
The Wharton School at the University of Pennsylvania	M.B.A	2006
University of Texas	B.B.A.	2000

Work history

Employer	Role	Date
McKinsey & Company	Associate Principal	2006 – Present 2000 – 2002
Obama-Biden Transition Project	Advisor	2008 – 2009
Lazard Frères	Investment Banking Associate	2005
Pratham India Education Initiative	Advisor	2003 – 2004

Projects and Accomplishments (select examples):

The Department of State and United States Agency for International Development (USAID): Served the State Department and USAID in a 6-month effort to consolidate their overlapping IT footprints in co-located areas. Scope of the engagement was to understand end-user requirements, analyze the current IT performance metrics and develop a set of recommendations with options for an IT consolidation strategy. The team designed a final IT Transformation approach and shared services model that would fit the unique needs of all end-users and also deliver \$70-90 million in savings per year. As part of this engagement, the McKinsey team launched both a detailed change management approach and a Program Management Office (PMO) to help execute the detailed implementation plans over the duration of the program.

The Department of Defense – Personnel and Readiness (P&R): Worked with the 10+ agencies within P&R to explore opportunities for establishing a shared service IT platform. Identified over 20 IT initiatives that could be consolidated in a shared services unit and designed a multi-year roadmap for implementing this new shared service platform across P&R. In addition to increasing the quality of service to end-users, this program is expected to save over \$400 million per year once it is fully implemented.

Internal Revenue Service (IRS): Worked with the IRS to implement world-class IT operations program across its entire data center assets, leading the research, design and implementation in a 9-month effort. During that time, he worked collaboratively with agency executives and union officials to ensure that key design changes were implemented on time without the need for a lengthy bargaining process. Changes implemented freed up nearly 40% of data center capacity for new work and higher quality levels for core work. To sustain the changes, initiated a continuous improvement process with key metrics to track progress and measure results.

State Government IT Services Performance Management: Worked with a State Government IT outsourcer to adopt a performance management structure for their IT services delivery organization. Analyzed the cost drivers across all IT towers (Server Operations, Mainframe, Network, End-User, Helpdesk, etc.) and delivered a labor cost optimization strategy for the entire program. Key components of implementing the strategy were a performance management structure with core metrics for every tower, and a management reporting process to track progress against targets and baselines.

IT Services Company Change Management: Led the Change Management Office for a large IT Services company working with all C-level executives to adopt change management initiatives for a 2-year transformation designed to reduce costs by over 10%. Key components of change management strategy included creating a set of cascading dashboards to measure performance across each level of the organization, conducting workshops to align on change management strategy, and designing a communication strategy to ensure timely and consistent distribution of information across the organization.

IT Services Company Workforce Transformation: Implemented workforce management strategy to optimize workforce utilization, reduce contractor costs, and improve customer service levels. Cost reduction efforts resulted in labor savings of over 15% within 18 months of implementation.

STEPHEN KELLY

DIRECTOR

Proposed Role

Core leadership

Background

Stephen Kelly is a Senior Partner and he leads McKinsey's Public Sector Technology Practice in North America. He serves a range of public sector clients and private sector clients, including several large financial institutions. In his 13+ years at McKinsey, Mr. Kelly has served his clients on a broad range of topics including: IT Transformation, enterprise-wide financial process transformation, IT performance management, IT strategy, IT organization and governance; IT efficiency and effectiveness; technology innovation; Web services; IT-enabled operations; lean IT; IT services portfolio management; data-driven performance management; and IT shared services. He also has expertise in financial services broadly, and in financial processes and systems.

Selected Expertise

- IT organization and governance
- Change management
- Financial processes and systems
- IT service portfolio

Mr. Kelly has led several large performance transformation efforts with his clients, including multi-year programs that span strategy, organization, service management, IT governance, culture change, and technology enablement. Mr. Kelly has a track record of developing actionable recommendations with clear roadmap for implementation and benefits capture.

Education, professional licenses, certifications, and memberships

Institution	Degree	Graduated
Harvard University	J.D.	1997
University of Virginia	B.A, Economics / Government	1994

Work history

Employer	Role	Date
McKinsey & Company	Director	1997-present

Projects and Accomplishments (select examples only):

U.S. Department of the Interior – Third party assessment of FBMS . Mr. Kelly is co-leading a team to assess the implementation of Financial and Business Management System (FBMS) at the Department of Interior. This third party assessment is focused on optimizing future implementations, reducing risks and maximizing value capture from the FBMS system. The team has made a number of recommendations to significantly improve implementation processes, training, and is working with bureaus to prioritize specific value capture initiatives.

Office of Management and Budget (OMB). Mr. Kelly worked with the U.S. CIO and the Chief Performance Officer to develop the U.S. CIO's *25 Point Implementation Plan to Reform Federal Information Technology Management* as well as the *Federal Cloud Computing Strategy*. This work focused on best practices for transforming IT performance including: large IT programs, data center consolidation, program governance best practices, cloud, and procurement best practices.

U.S. Treasury – Office of Financial Innovation and Transformation (OFIT). Mr. Kelly is working with OFIT to design the strategy, business case, and implementation plan for transforming financial processes and systems across the Federal Government. The work includes a Cloud-based initiative, and an emphasis on public sector change management.

U.S. Small Business Administration (SBA). Mr. Kelly led a large IT project transformation effort for the Small Business Administration focused on modernization of legacy ERP financial systems and lending systems. He conducted a diagnostic of a 5+-year IT modernization program and developed recommendations to re-sequence the approach, focus on high-priority objectives in early years, and dramatically reduce risk. The team also developed recommendation on change management and governance best practices.

Internal Revenue Service. Mr. Kelly is currently conducting an in-depth assessment of one of the IRS's largest IT programs. Mr. Kelly also developed the web services strategy for the IRS, including capability-building, assessed the fragmented use of Web services across the agency to date, identified the highest-value and lowest-risk applications for web services functionality in the near term and in the medium term, and designed a new center of excellence to build out internal skills and execution capability to optimize value across the enterprise. He also supported organization design including structure as well as roles and responsibilities for key positions.

Large financial institution. Mr. Kelly developed 5-year technology strategy and IT Transformation plan for a large financial institution including the consolidation of data centers and building out a set of consolidated shared services. The team conducted an assessment of current state, identified gaps in performance to best practice, prioritized future business needs as well as emerging technology trends, and synthesized a comprehensive, multi-year strategy to deliver capabilities in a new services based model. The effort also identified targets for improvements in efficiency and service delivery. He helped design the change management plan to support a “managed-evolution” plan for phased execution, and he redesigned the IT governance and change management processes.

Large US financial institution. Mr. Kelly developed an IT Transformation program for a large US financial institution. The work included deconstructing unit-cost economics and benchmarking operational performance, and developing tailored financial templates and new charge back methodology. He also identified business needs and developed a program to drive improvements in service delivery with clear SLA's for the business users.

ANDREW SELLGREN

Proposed Role

Core leadership

Background

Andrew Sellgren is a partner and one of the leaders of McKinsey's Public Sector Practice. He serves government and commercial institutions on a wide range of topics, focusing on organizational effectiveness. He is currently serving the Department of Interior on the assessment of the FBMS project and reorganization and performance improvement for the Minerals Management Service.

Selected Expertise

- Shared services within the Department of Interior
- Transformation and change management in the public sector

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
University of Chicago	Ph.D., economics	1999
University of California at Berkeley	B.A., economics, with highest honors	2002

Work history

Employer	Role	Date
McKinsey & Company	Partner	2001-present
George Mason University	Professor	1999-2001
University of Chicago	Lecturer	1998-1999
Office of Management and Budget	Intern	1993

Projects and Accomplishments (select examples):

U.S. Department of Interior. Mr. Sellgren is leading the team performing a third-party assessment of the FBMS project to modernize finance, acquisition, and other support functions. Through this effort, the team is building a detailed understanding about support services throughout the DOI and designing approaches that use FBMS capabilities to capture significant value for the bureaus, such as identifying underutilized budget authorization or opportunities to share property across bureaus.

U.S. Department of Interior. Mr. Sellgren is also leading the team designing and implementing the division of MMS into more focused units such as ONRR, BOEM, and BSEE. As part of the effort, the team reorganized IT and other support services, consolidating

them within A&B. The team is currently improving IT governance and IT capabilities, and assessing the merits of plans to modernize permit processes within BOEMRE.

Federal Student Aid (FSA). FSA leaders asked for help in fundamentally transforming their organization over the next five years. Mr. Sellgren led the initial work, which spanned four different engagements over the course of a year. The teams assessed FSA's performance using McKinsey's organizational-health diagnostics to better understand why FSA employees rated it in the bottom 3% of places to work in the government. The teams then worked with FSA senior leadership to design a comprehensive 5-year strategy that would improve internal operations while also addressing important new external challenges, such as improving college completion rates. The teams developed a set of 50 change initiatives and worked with FSA to begin implementation of them.

U.S. Department of Housing and Urban Development (HUD). The client asked McKinsey to be its strategic partner on its long-term performance transformation. Mr. Sellgren led teams to address topics as varied as building a risk-management function for the Federal Housing Administration, which had never had one, and redesigning the strategic planning function. The risk management effort required identifying and measuring the risks across the enterprise, conducting detailed benchmarking of risk organizations at leading financial institutions, designing the organization structure, and working with the entire organization to embed new risk-management processes. Mr. Sellgren also led efforts at HUD to improve oversight of public-housing administrations, and transform the operations of the multifamily lending operation.

Leading non-profit humanitarian organization. Mr. Sellgren led efforts to transform this organization's operating model. The organization had over 10,000 employees and 70,000 volunteers, distributed across 600 local organizations, each with significant autonomy. To reduce costs and improve performance, the team developed shared services that could be used by the whole organization.

Fortune 200 global information provider. In this global effort spanning 20 countries Mr. Sellgren led a team that captured, \$1 billion in annual operating savings and rationalized IT application development and shared services in North America, leading to significant increases in the use of outsourcing and development of common data centers and shared IT services.

JON WILKINS

PRINCIPAL

Proposed Role

Core leadership

Background

Jon Wilkins is a Partner in McKinsey & Company's Washington D.C. Office, where he has worked at the intersection of the public and private sectors for over a decade. As one of the leaders of McKinsey's North American Public Sector Practice, he has advised numerous public sector entities on their strategic and organizational challenges including the U.S. Department of the Interior, the U.S. Department of Energy, and the Public Broadcasting System. From 1998 to 1999, Mr. Wilkins left McKinsey to join the Federal Communications Commission, where he led the development of the annual strategic plan for the Commission on behalf of the Chairman's office. Mr. Wilkins also served on the Obama-Biden Transition Project, where he co-led the Agency Review process.

Selected Expertise

- Change management
- Government opportunity capture
- Reputation, government & regulatory strategy
- Public sector organization

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
Yale University	J.D.; Managing Editor, <i>The Yale Law Journal</i>	1995
Dartmouth College	A.B. with high honors in history, computer science	1992
State of Maryland Bar; District of Columbia Bar	member	Since 1997

Work history

Employer	Role	Date
McKinsey & Company	Principal	1996 – 1998
		1999 – Present
Federal Communications Commission	Director, Strategic Analysis, Office of Plans and Policy	1998-1999
U.S. Federal Courts	Law Clerk	1995-96

Projects and Accomplishments (select examples):

U.S. Department of the Interior – Minerals Management Services. Mr. Wilkins continues to lead the multi-team effort to reorganize the former Minerals Management Service, including a detailed organizational assessment that has resulted in a new structure for the agency as well as the initiation of a sustained cultural change management process. This work has also included assessment of support services including Information Technology across both the former Minerals Revenue Management office as well as the prospective Bureaus of Ocean Energy Management and Safety and Environmental Enforcement.

U.S. Department of the Interior – Third party assessment of FBMS. Mr. Wilkins is leading a team to assess the implementation of Financial and Business Management System (FBMS) at the Department of Interiors. The Work started in March 2011 and is focused on optimizing implementation cost, reducing risks and maximizing value capture using FBMS system. The team has made a number of recommendations to significant improve implementation processes, training, and is working with bureaus to initiative specific value capture initiatives.

U.S. Department of Energy. Mr. Wilkins has guided numerous efforts at the Energy Department, including an evaluation of the Department’s climate-change analysis methodology with new assessments of the impact from the portfolio of alternative energy activities, an economic analysis of how major improvements in energy efficiency would have second-order impacts on the prevailing market price for electricity and natural gas in the U.S., and a detailed renewable energy development case for the State of Hawaii.

U.S. telecommunications company. Mr. Wilkins worked with the Chief Operating Officer to design and implement a turnaround plan for a major division that had been lagging industry performance levels. Over the course of a year of effort – work that included recruiting new operating management for the business, breaking up the division into several new operating units, leading a series of management alignment sessions, and implementing fundamental changes in supplier and pricing strategies – Mr. Wilkins and his project team succeeded in moving the business from last to first in the industry on the basis of sales growth and profitability.

Global technology and electronics firm. Mr. Wilkins led a cross-company effort to negotiate a first-of-its kind joint technology partnership between two large Asia-based firms, including playing a direct role in a controversial, high-stakes negotiations over government approval of a new industry standard, a project with significant political visibility in the firms’ home market. The successful effort resulted in the acceleration of market deployment for the new technology by several years and a collective victory for both companies.

WILL FORREST

PRINCIPAL

Proposed Role

Expert Panel

Background

William Forrest is a Partner with McKinsey & Company's Business Technology Office in Chicago, Illinois.

Selected Expertise

- Data center strategy and implementation
- Cloud computing
- Large scale IT transformation
- IT governance
- IT infrastructure strategy

Mr. Forrest serves McKinsey as one of its experts on data center strategy, ITSM, and IT Operations strategy development and implementation. Mr. Forrest leads McKinsey's global data center capability. He works with CIOs to develop innovative strategies and to manage complex change programs such as transformational reorganization and infrastructure architectures.

Additional areas of specialty include design and build of carbon and energy efficient IT systems where he is one of the leaders of our Climate Change Special Initiative as well product/business management of technology organizations.

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
University of Edinburgh	M.A. Politics	1993

Work history

Employer	Role	Date
McKinsey & Company	Principal	2004 – present
Deloitte Consulting	Senior Manager	1999 – 2004
AAC Associates	Director – Business Development	1996-1999
The Leadership Institute	VP for Programs	1991-1996

Projects and Accomplishments (select examples):

Global financial services provider. Mr. Forrest developed a multi-year Technology and Operations transformation program for this top ten global financial services player which spanned all elements of People, Process and Technology and included obtaining Executive

Board approval for large scale investments and a change leadership program to drive employee satisfaction.

Global telecom provider. Mr. Forrest advised this global telecom major on IT implications of its business growth strategy and how to deliver increased data center capabilities while meeting corporate carbon targets

Global financial data provider. Mr. Forrest developed an infrastructure and a critical application data systems modernization strategy for this global financial services market data provider to arrest and shrink largest single operating expense

Publications:

2008: *Revolutionizing Data Center Efficiency*, a report (with Uptime Institute) showing how to double data center efficiency, work cited in NY Times, WSJ, Washington Post, Economist, BBC etc.

JINSOOK HAN

ASSOCIATE PRINCIPAL

Proposed Role

Expert Panel

Background

Jinsook Han is an Associate Principal in the New York Office of McKinsey. Ms. Han is a professional who works at the intersection of financial services and business technology serving leading institutions in business strategy, IT strategy, multi-year transformation, cost efficiency, organizational structure, and change management. She has expertise in cost transformations and IT and Finance shared services strategy development and migration and has served clients in these topics in public, private and non-profit sectors.

Selected Expertise

- Shared services transformation strategy and implementation planning
- IT and Finance Performance improvement
- US Certified Public Accountant with 8+ years of experience

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree / Certification	Graduated
Kellogg School of Management, Northwestern University	M.B.A., Strategy and Marketing	2005
Virginia Tech	B.S., Accounting	1996
American Institute of CPAs	Certified Public Accountant	n/a
Institute of Internal Auditors	Certified Internal Auditor	n/a
Association of CFEs	Certified Fraud Examiner	n/a

Work history

Employer	Role	Date
McKinsey & Company	Associate Principal	2005 - Present
Freddie Mac	Manager, Operational Risk Management	2003-2004
Protiviti	Senior Manager, Internal Audit and Risk Management	2002-2003
Andersen	Manager, Assurance Services	1996-2002

Projects and Accomplishments (select examples):

U.S. Treasury – Office of Financial Innovation and Transformation. Ms. Han co-led an effort to define the vision for federal government-wide financial management, and helped design an enabling operating model and architecture. Her work included identifying and prioritizing a portfolio of initiatives to deliver \$2 billion of efficiency and effectiveness benefits within 3-5 years from better management of financial transaction processing, developing a roadmap leveraging current initiatives, and syndicating the implementation roadmap with key stakeholders (e.g., Agency CFOs and Deputy CFOs). Her efforts spanned three critical phases: deploying common technology solutions, implementing shared transactions services, and launching enablers.

Global industrial conglomerate. Ms. Han worked with a global conglomerate with multiple, distinct businesses in its G&A transformation of IT, Finance and HR. Her team assessed the current landscape and performance, found cost reduction and service improvement opportunities, and defined the future state operating model. She also assisted in developing a high-level ERP strategy and creating an integrated support services strategy and roadmap for the mid-term.

Leading professional services company. Ms. Han developed a shared service model for support services (IT, Finance, HR, Procurement and Marketing) and reduced procurement costs to fund the program. This engagement also included running client workshops, providing best practices and firm expertise to develop and agree on the vision, creating business cases and organization structure/governance model, developing a roadmap for execution, and creating initial dashboard of key measures and targets.

Government-sponsored entity. Ms Han co-led development of an IT shared services strategy for this financial institution which included defining the overarching strategy for shared services for application development and maintenance, sizing the potential opportunity, proposing a governance model to manage and oversee the shared services and managed services providers, and developing a phased plan to implement the strategy.

Leading global banking firm. Ms. Han led an effort to design and launch a two-year transformation program across all businesses in Asia, Europe and North America for a global banking firm with an annual spend of ~\$25 billion. She served as the COO for the client as ‘loaned staff’ for about six months, helping integrate initiatives from all businesses and creating a master change plan. The change management efforts included: developing a roadmap with waves of transformation, designing the office of transformation / change management, developing metrics and management dashboards, and drafting a firm-wide communications strategy and supporting materials.

Global multi-lateral agency. Ms. Han supported a key international development bank in creating its IT strategic implementation agenda and plan for change management transformation. This effort included assessing organizational health and developing dashboards with key performance indicators as well as a roadmap to execute the IT strategy.

Global finance institution. Ms. Han supported an international finance organization in conducting a diagnostic of its IT organization to increase its delivery capacity and migrate it to a federated IT operating model consistent with the organization’s vision.

JAMES KAPLAN

PRINCIPAL

Proposed Role

Expert Panel

Background

James M. Kaplan is Principal in McKinsey & Company's Business Technology Office in New York, NY. Mr. Kaplan is the leader of McKinsey's IT infrastructure service line.

Selected Expertise

- Large scale IT transformation
- IT governance
- IT infrastructure strategy
- Data center strategy and implementation
- Public sector IT performance transformation

Prior to joining McKinsey, James was in the Telecom & Media practice of Deloitte Consulting in New York and Chief Technologist for Show & Tell, Inc. in Newton,

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
University of Pennsylvania - Wharton School	M.B.A.	1996
Brown University	B.A. – History	1992

Work history

Employer	Role	Date
McKinsey & Company	Principal	1999 – present
Deloitte Consulting	Manager	1996 – 1999
Show & Tell, Inc	Chief Technologist	1992-1994

Projects and Accomplishments (select examples):

City of New York. Mr. Kaplan led a large-scale infrastructure consolidation program for New York in which he defined the overall program structure, key initiatives and responsibilities. He also developed the vendor strategy and managed the RFP process, as well as setting up and operating the program management office.

Large healthcare products. Mr. Kaplan led a core technology transformation program for a health care products company where he was responsible for structuring the overall program

and identifying key savings levers, the new operating model and defining technology architecture and operational priorities.

Global pharmaceutical company. Mr. Kaplan also led a \$120 million infrastructure transformation program for pharmaceutical company. Mr Kaplan structured overall program and validated savings. Mr. Kaplan also developed architectural and economic strategies for critical areas (e.g. application hosting and global network).

Major Internet carrier. Mr. Kaplan helped develop the technology strategy for this carrier, developing priorities for the hosting architecture, data center/network operations, client architecture and back office systems. He also developed plans for application development and infrastructure off-shoring.

Publications (select publications)

“Boosting performance in public-sector IT: An interview with a US Defense Department agency director,” McKinsey on Business Technology, July 2008

“Where IT infrastructure and business strategy meet,” McKinsey on Business Technology, May 2009

“Managing IT spending,” McKinsey on Business Technology, December 2008

“Data centers: How to cut carbon emissions and costs,” McKinsey on Business Technology, September 2008

“Meeting the demand for data storage,” McKinsey on Business Technology, June 2008

“Go Lean: Applying lean techniques to IT infrastructure operations is the way forward,” Dealing with Technology, February 2007

“Smart Ideas for Cutting Infrastructure Costs,” in McKinsey on IT, Fall 2003

“Farming out Data Centers,” McKinsey Quarterly, May 2003

“Re-centralizing IT,” McKinsey Quarterly, May 2003

CHANDRU KRISHNAMURTHY

DIRECTOR

Proposed Role

Expert Panel

Background

Chandru Krishnamurthy is a Director in McKinsey's Atlanta Office. He leads McKinsey's North American Business Technology Practice for the Public Sector and has directed several efforts to improve the U.S. government's use of IT. He has also served state governments on strategy and program portfolio management.

Selected Expertise

- IT services management
- Large IT project management
- Data center strategy
- Cloud Strategy
- Data-driven performance management
- IT governance

In addition to his work in the public sector, Mr. Krishnamurthy leads McKinsey's High Technology and Telecommunications Practices. In these capacities, he has served Fortune 500 companies on their corporate and business unit strategies, network operations, cost reduction and productivity, pricing, sales channel and customer care effectiveness, organizational restructuring, and customer loyalty and retention. Mr. Krishnamurthy also leads much of the Firm's work in helping clients develop green data centers.

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
The Wharton School of the University of Pennsylvania	M.B.A.	1993
Vanderbilt University	M.Sc., Electrical Engineering	1988
Indian Institute of Technology	B.S., Electrical Engineering	1985

Work history

Employer	Role	Date
McKinsey & Company	Director	1993 – Present
Arthur D. Little	Consultant	1992
FMC Corp.	Technical Staff Member, Software Engineering	1988 – 1991
Centre for Development of Telematics	Software Engineer	1985 – 1986

Projects and Accomplishments (select examples only):

The Department of Defense – Personnel and Readiness (P&R). Worked with the 10+ agencies within P&R to explore opportunities for establishing a shared service IT platform. Identified over 20 IT initiatives that could be consolidated in a shared services unit and designed a multi-year roadmap for implementing this new shared service platform across P&R. In addition to increasing the quality of service to end-users, this program is expected to save over \$400 million per year once it is fully implemented.

Department of Defense. Mr. Krishnamurthy led an Assessment of Alternatives (AoA) for the U.S. Air Force Expeditionary Combat Support System (ECSS). Our work has been referenced widely within the DoD and is contributing to a significant restructuring of the program to reduce deployment complexity.

Center for American Progress, Led research on “Good IT Practices” in Federal Government, which included in-depth interviews with 15-20 Federal CIOs to highlight both what works and what needs improvement in large program acquisition, management, measurement and deployment.

Federal Bureau of Investigation (Department of Justice). Mr. Krishnamurthy helped the FBI explore the potential to develop and improve end-user Customer Experience Metrics for its IT function.

Georgia Department of Transportation. Mr. Krishnamurthy led a McKinsey effort to help the Governor of Georgia and the Georgia DOT create a long-term \$60-70 billion portfolio investment strategy. The strategy set goals and targets, described plans for accomplishing the goals, and outlined a resourcing and governance plan. The strategy is pending legislative approval.

US electric utility. Mr. Krishnamurthy developed extensive requirements and defined a detailed plan for ERP deployment for finance, customer service and sales for a leading U.S. electric utility. Mr. Krishnamurthy identified potential efficiency gains from ERP deployment across key functions and identified the operating costs and retirement schedules for legacy systems.

Major US airline. Mr. Krishnamurthy conducted a major IT Program Portfolio overhaul and rationalization for one of world’s largest airlines. Recommendations optimized scope and project schedule and revised key change management processes to deliver a 20% reduction in program spend while improving business outcomes.

ANUPAM MISHRA

ASSOCIATE PRINCIPAL

Proposed Role

Expert Panel

Background

Anupam Mishra is an Associate Principle with McKinsey & Company's Business Technology Office in Chicago, IL.

At McKinsey, Mr. Mishra has helped a number of clients in multiple areas including mega projects management, IT transformation, IT chargeback and and sourcing strategy.

Before joining McKinsey, Mr. Mishra worked for Reyes Holding, a group distribution company, where he managed the core IT systems for sales, finance, and logistics functions. In addition, Mr. Mishra worked for Cap Gemini Ernst & Young where he served a number of clients in manufacturing, retail, and energy sectors on a number of IT related topics.

Selected Expertise

- IT transformation
- IT service management
- Enterprise Resource Planning optimization
- Technology enabled operations
- Transformational restructuring
- Enterprise service desk

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
University of Chicago	M.B.A. with honors, Marketing, Business Strategy	2005
Indian Institute of Technology in Mumbai	M.S., Industrial Management	1994
University of Indore	B.Eng., Mechanical Engineering	1992

Work history

Employer	Role	Date
McKinsey & Company	Associate Principal	2006 – present
Reyes Holdings	Senior Business Analyst	2002 – 2006
Aces International Inc.	Senior Consultant	1999 – 2002
Cap Gemini Ernst & Young Consulting	Senior Consultant	1996 – 1999

Projects and Accomplishments (select examples):

DOI – Third party assessment of FBMS. Mr. Mishra is part of Steve Kelly’s team that is assessing the implementation of Financial and Business Management System (FBMS) at the Department of the Interior. Mr. Mishra is working directly with the FBMS implementation team to design a new blueprinting process, develop an approach to coordinate change requests from the bureaus, and modify training programs for FBMS.

Large US public university. Mr. Mishra led an effort to transform the IT function at a large public university that had a decentralized IT organization where the majority of services were distributed across multiple IT units. Mr Mishra helped to define a unified structure for IT services, develop a service catalogue, and define a chargeback mechanism for a set of services. Mr Mishra also helped to define service level agreements (SLAs) and technical standards for key services and developed a unified university-wide support desk. Mr Mishra presented the recommendations to heads of different units and helped develop consensus for the final solution as well as a detailed implementation roadmap.

Large pharmaceutical company. Mr. Mishra and McKinsey were enlisted to develop an integrated post-merger IT organization as well as an application portfolio and financial plan for a large pharmaceutical company. Mr. Mishra and the team developed implementation plans, investments, “to be” processes, risks and mitigation strategies. In addition, a resource strategy was crafted to implement over 200 IT integrated projects over the following 18 months.

Large asset management company. Mr. Mishra directed a team to craft an IT rationalization program to reorganize the application portfolio across three regions and integrate a global infrastructure footprint for a large asset management company. In addition, the team developed a multi-year roadmap for implementation.

Leading financial organization. Mr. Mishra guided a team in designing an IT strategy, portfolio assessment and three-year action plan for the US operations of a leading European financial organization.

GARRETT ULOSEVICH

ASSOCIATE PRINCIPAL

Proposed Role

Expert Panel

Background

Garrett Ulosevich is an Associate Partner in McKinsey & Company's Washington, D.C. Office. He is a member of the Public Sector Practice and a leader in the Transformational Change practice in North America. Mr. Ulosevich is one of McKinsey's leading practitioners in designing and executing major change programs in large, complex government organizations. He has worked with clients to: develop major transformation programs to deliver improved agency performance; crafted holistic change management programs; designed governance models to assure effective implementation; assess the redesign of technology organizations or programs. He is co-leading McKinsey's global *Great Government* knowledge which includes developing distinctive thinking on practices to achieve sustainable change in government institutions.

In 2008 and 2009, Mr. Ulosevich served as an advisor for the Obama-Biden Transition Project on agency review of selected financial regulatory agencies and collaboration models across government. Prior to McKinsey, Garrett worked in finance at the Federal Reserve Board and at Capital One. He passed all three levels of the Chartered Financial Analyst program.

Selected Expertise

- Change management
- Public sector transformation
- Governance and performance management processes
- Experience working at DOI and with Assistant Secretary of Policy, Management & Budget

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
Northwestern University	M.B.A	2004
Trinity University	B.A. magna cum laude, Economics	1995

Work history

Employer	Role	Date
McKinsey & Company	Associate Principal	2004 – Present
Obama-Biden Transition Project	Advisor	2008 – 2009
Capital One	Business Manager	1998 – 2002
Federal Reserve Board	Research Assistant, International Banking Section	1996 – 1998

Projects and Accomplishments (select examples):

U.S. Department of the Interior - Office of Natural Resources Revenue. Mr. Ulosevich led McKinsey's support of the strategic review of the Office of Natural Resources Revenue. The review included conducting a diagnostic of the current organization, developing a shared set of strategic objectives among leadership, evaluating key opportunities for improving performance and organizational effectiveness, crafting a sequencing implementation plan, developing an integrated change management program, and establishing governance to guide initiative implementation. The effort also included evaluating how administrative services should best be provided to ONRR and BOEMRE. Through these efforts, Mr. Ulosevich developed an understanding of the culture and structure of DOI, as well as an appreciation for the goals and challenges of the Department related to IT consolidation.

Internal Revenue Service. The Chief Technology Officer asked for a comprehensive redesign of one of the organization's largest technology service lines. Mr. Ulosevich managed an engagement to craft an end-state operational model to achieve enhanced productivity and service level improvement, including defining the critical supporting technologies required to achieve these goals. Mr. Ulosevich and his team also developed detailed cost and risk analytics to help management assess the rewards and risks of the implementation schedule and approach. **Internal Revenue Service.** The Chief Technology Officer, responsible for a budget of more than \$2 billion, requested help in developing a comprehensive program to reduce costs and improve performance transparency, including designing key metrics; creating tools and processes to capture, aggregate, and track costs and spend; reviewing benchmarks to identify opportunities for improvement; and developing mechanisms to ground top-team discussions in performance data.

U.S. Treasury. Agency leadership requested support in redesigning the processes and systems used for very large debt auctioning and management functions. The effort included quantifying the business value of using enhanced technology, developing the overall requirements for the new system, analyzing and recommending an overall timeline and approach to implementation, assessing procurement and sourcing alternatives, and developing an IT architecture. The effort led to the successful funding and launch of a new debt management system that is unequalled in the public sector.

Federal Bureau of Investigation. The agency director asked McKinsey to help design and implement a comprehensive program to transform the agency's performance. Mr. Ulosevich co-led McKinsey efforts to assist the agency in the transformation, including leading efforts to create and implement a detailed change management plan. The plan achieved a roll-out of substantial changes in organizational structure, roles and responsibilities, processes, policies, and selected supporting systems across more than 400 field locations and dozens of international offices during which more than 15,000 staff were trained.

SHIVANI GARG

ASSOCIATE

Proposed Role

Representative working team member

Background

Shivani Garg is an Associate in McKinsey & Company's New York Office and is a member of its Business Technology Practice.

Selected Expertise

- Public sector IT strategy
- IT organization & governance
- Change management
- IT value opportunity capture
- Performance transformation

At McKinsey, Ms. Garg has served a variety of public and private sector organizations on topics related to IT and business strategy, IT cost & performance improvement, governance modeling, corporate innovation, growth strategy, and organizational transformation. She has worked across government agencies, consumer electronics companies, telecommunications organizations and the pharmaceutical industry.

Prior to joining McKinsey, Ms. Garg worked as a Product Manager and Product Planner for three years at Microsoft Corporation. Ms. Garg obtained degrees in Electrical Engineering, Computer Science and Cognitive Science from the University of California at Berkeley. In addition, Ms. Garg is a graduate of the Sloan School of Management at the Massachusetts Institute of Technology, having received her M.B.A. in 2008.

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
Massachusetts Institute of Technology	M.B.A.	2008
University of California, Berkeley	B.S. Electrical Engineering and Computer Science	2003
University of California, Berkeley	B.A. Cognitive Science	2003

Work history

Employer	Role	Date
McKinsey & Company	Associate	2008 – Present
Technoserve	Volunteer Consultant	2008
Microsoft Corporation	Product Manager	2003 – 2006

Projects and Accomplishments (select examples):

Internal Revenue Service. Ms. Garg was part of the McKinsey team that helped the IRS develop a web services function and web services strategy, including identifying priority uses of web services, assessing existing governance processes and application development methodologies, outlining necessary capabilities and establishing the service's new center of excellence.

International development finance institution. Ms. Garg supported a team to define the client's IT Strategy implementation agenda and key performance indicators. The team's work included seizing value opportunities, creating agile delivery capability, promoting standards, managing risks, and transforming the organization.

Federal agency IT consolidation. Ms. Garg developed an assessment of IT consolidation between two federal entities. The effort included assessing business requirements for both organizations, developing opportunities for consolidation, conducting cost and benefit analyses for each opportunity and providing a final recommendation for IT consolidation. Key criteria included minimizing end-user impact, increasing end-user functionality, transforming both IT organizations overall and reducing costs if possible.

Public postal service provider. Ms. Garg worked on a McKinsey team aiding a postal service provider in 1) identifying opportunities to drive efficiency and effectiveness in IT; 2) reviewing IT governance; and 3) surfacing opportunities for IT enablement to foster growth and potential cost reduction across the business.

Media publishing & recording organization. This engagement helped the client assess the economic and strategic case for outsourcing a portion of its digital supply chain.

MOLLY LINDSAY

ASSOCIATE

Proposed Role

Representative working team member

Background

Molly Lindsay is an Associate in McKinsey & Company's Washington, DC Office and is a member of the Public Sector Practice.

At McKinsey, Ms. Lindsay has served a variety of public, social and private sector organizations. At Interior, she evaluated the potential value of the FBMS system, designed a set of initiatives designed to increase business value uptake. She has also participated in organizational redesign at national social sector organizations, and strategy and innovation projects in both the social and private sectors.

Selected Expertise

- Public sector IT implementation and business value capture
- Social and public sector change management
- Social sector organization design
- Healthcare strategy and innovation

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
Stanford University	M.B.A., certificate in Public Management	2010
Yale University	B.A. History	2003

Work history

Employer	Role	Date
McKinsey and Company	Associate	2010-present
Endeavor (<i>international development NGO</i>)	Search and Selection Manager	2007-2008
Connecticut gubernatorial campaign	District Director	2005-2006
Expeditionary Learning (<i>education NGO</i>)	Program Associate	2004-2005

Projects and Accomplishments (select examples):

U.S. Department of the Interior – Third party assessment of FBMS. At the DOI Ms. Lindsay helped conduct the FBMS system implementation review and led the governance redesign work, recommending changes to the ERP governance system to improve system uptake and decision-making effectiveness. She also estimated the potential cost savings from FBMS, evaluated other sources of potential business value enabled by the system, and led the

working team in identifying and designing a set of initiatives to increase value capture from FBMS.

National multi-site philanthropic organization. Ms. Lindsay participated in the organizational redesign of this organization, benchmarking the organization's reporting, funding, and governance structures against other national multi-site non-profits, and recommending changes to simplify reporting lines and clarify roles. Ms. Lindsay also led the planning of a new payments and banking system designed to improve efficiency, transparency, and accuracy in collecting and processing donations from field offices.

Pharmaceutical distribution. Ms. Lindsay helped develop the business strategy for a pharmaceutical distribution company, evaluating market potential in select product and service areas, and modeling future demand for pharmaceutical distribution based upon demographic, market, and regulatory trends.

ERIC NICHOLS

ENGAGEMENT MANAGER

Proposed Role

Representative working team lead

Background

Eric Nichols is an Engagement Manager in McKinsey & Company's Philadelphia and is a member of its Business Technology Practice.

At McKinsey, Mr. Nichols has served nearly 20 clients in the public and private sector spanning the full range of transformation (e.g., strategy, opportunity assessment, transformation program design, operations management, organization re-design, governance). Before joining McKinsey, Mr. Nichols worked at a number of government contractors on IT and engineering programs.

Selected Expertise

- IT opportunity assessment
- IT strategy
- IT change management
- Public sector

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
London Business School	Masters of Business Administration	2008
University of Texas at Arlington	B.S. in Mechanical Engineering	1997

Work history

Employer	Role	Date
McKinsey & Company	Engagement Manager	2008 – present
Boeing	Engineering contractor	2003-2006
ITT	Engineering contractor	2002-2003
Lockheed Martin	Engineering contractor	2001-2002
Northrop Grumman	Contract software engineer	2001
Lockheed Martin	Senior structural engineer	1997-2001

Projects and Accomplishments (select examples):

U.S. Department of the Interior – Third party assessment of FBMS . Mr. Nichols is the working team leader assessing the implementation of Financial and Business Management System (FBMS) at the Department of Interior. This third party assessment is focused on

optimizing future implementations, reducing risks and maximizing value capture from the FBMS system. The team has made a number of recommendations to significantly improve implementation processes, training, and is working with bureaus to prioritize specific value capture initiatives.

Department of Defense. Mr. Nichols led a comprehensive assessment of a fragmented IT department within the US federal government. Prior to Mr. Nichols' involvement, the Department did not have a comprehensive understanding of its IT expenditure, IT assets, or IT personnel. Through this assessment, Mr. Nichols and his team compared the cost efficiency and effectiveness of the Department's sub agencies with each other and public sector benchmarks to identify opportunities. Through this methodology, Mr. Nichols and his team identified \$400M in potential savings (~15%) in datacenter consolidation, personnel productivity improvements, purchasing effectiveness (e.g., laptop SKU reduction) and IT portfolio management. These recommendations have since resulted in a broad IT transformation for the Department

Office of Management and Budget (OMB). Mr. Nichols led an effort to define a national cloud computing strategy. This strategy established government policy, articulated the objectives of cloud computing, provided a framework for selecting IT services to be migrated to the cloud, supplied best practices and case examples for cloud migration.

“Top 5” biotech IT transformation. Mr. Nichols led a team to turn-around the IT organization of leading biotech company who was under strong cost-cutting pressures. This effort included an initial diagnostic to identify opportunities based on industry benchmarks and a series of detailed recommendations. Collectively, these recommendations eliminated 30% of the cost base by cancelling ill-performing or low-value projects, centralizing operations to achieve scale economies, reducing the dependence on contract labor, and establishing a disciplined governance process.

Public health institution strategy. Mr. Nichols led four client teams concurrently to create a 5-year plan for their \$1B European public sector payor organizations. These 5-year plans clearly articulated the goals of each organization (e.g., reduce the mortality rate of lung cancer by X%) and the initiatives required to meet these goals. Mr. Nichols further defined the owners, milestones, budgets, and resources required to make these initiatives successful. Following this effort, Mr. Nichols led panel reviews for twenty similarly-sized organizations.

IT operations improvement. Mr. Nichols improved operation performance through Lean transformation at call centers and data centers for an IT outsourcer in three European countries. In this capacity, Mr. Nichols identified opportunities for operational improvement, project managed the program rollout, and buttressed client capabilities in leadership and transformation program management.

RISHI ROY

ASSOCIATE

Proposed Role

Representative working team member

Background

Rishi Roy is an Associate in McKinsey & Company's New York Office and is a member of its Business Technology Practice.

Selected Expertise

- IT project management and planning
- IT infrastructure
- IT organization and governance
- IT portfolio management

At McKinsey, Mr. Roy has served range of clients—both public and private sector—on a range of IT issues—including infrastructure optimization and data center consolidation—and talent management.

Education, Professional Licenses, Certifications, and Memberships

Institution	Degree	Graduated
University of Michigan	M.A. in Business	2006
Massachusetts Institute of Technology	M. Eng. In Electrical Engineering and Computer Science	2003
Massachusetts Institute of Technology	B.A. In Electrical Engineering and Computer Science	2003

Work history

Employer	Role	Date
McKinsey & Company	Associate	2006 – present

Projects and Accomplishments (select examples):

City of New York. Mr. Roy helped lead the creation of a holistic strategy for the City of New York's effort to consolidate 50+ facilities to two state-of-the-art data centers, a plan that resulted in \$100 million savings over five years with improved service levels. As part of this effort, the McKinsey team worked with a dedicated client team to:

- Establish a PMO, including tools, processes and governance to coordinate execution of data center consolidation program. This included integrated work plan management, issue tracking and resolution, and work stream monitoring / tracking.

- Develop the technical architecture including a detailed, agency-facing infrastructure service catalog for future-state services (e.g., mainframe hosting, distributed hosting, e-mail). The team also selected a location for a secondary data center facility based on latency requirements, location risk profile, financial costs and client preferences.
- Create a migration plan with a repeatable methodology that entailed a baseline the current assets, costs and labor of an agency's infrastructure operations; a high-level transition roadmap; and a future-state view of infrastructure operations. The team also deployed the methodology to five representative agencies.
- Manage the vendor selection process through two comprehensive RFPs—one short-term and one longer-term— and relevant selection processes to execute the physical migration of agencies to the new data center.

Leading financial institution. Mr. Roy helped lead multiple engagements for three large financial institutions focused on identifying cost optimization opportunities in both infrastructure and application development / maintenance. Typical impact was a 15-20% reduction in costs.

High tech company. Mr. Roy helped to redesigned the application development / maintenance group for a large high tech company including labor re-engineering and offshoring. Mr. Roy worked with a management team to drive execution and capture of a 20% reduction in workforce combined with a 25-55% increase in offshoring.