

## Candidate

## Douglas McCollough

## Synopsis

A transformational leader with 15 years of progressive experience in Information Technology Management, Project Management, and professional leadership delivering Information Technology services to mission oriented organizations. A management style that strongly emphasizes team success, information sharing, and open communication. Demonstrated leadership in organizational transformation and performance improvement across IT disciplines (Infrastructure, Network, Applications, Service Desk, Project Management, End User Support) and in lock step with executive team priorities. Experienced in infrastructure consolidation initiatives and introductions of new technologies to internal and external users. Progressive accountability for teams and budgets ranging from 8 to 100, and from \$0.5 to \$25 Million. Motivational leader and consensus builder in high visibility environments with distributed work facilities (Statewide). Bachelor's Degree in Information Systems and Operations Management from Univ. of Toledo. MBA from Univ. of Notre Dame.

## Experience

### **Director of Information Technology City of Richmond - Richmond, Virginia 2014 - Present**

Transformed the IT Department from one burdened with legacy technology, outdated skills and an unclear mission into a responsive, high performing team producing positive impacts to employees and citizens. Led departments and agencies in Citywide initiatives to put forward technically advanced City services and operations through new technologies, policy initiatives, communications efforts, and peer leadership.

- Invigorated a faltering ERP Implementation of Oracle E-Business Suite across HR, Procurement, Budget, and Finance Modules, bringing to successful closure an expensive implementation project through a more disciplined Project Management approach. Led the specification, purchase, and implementation of EIS eXpress Reporting tool for Oracle to enable rich reporting across key business users, relieving an urgent need for operational data out of an unwieldy native data store.
- Championed the first Open Data initiative for a municipality in Virginia using all internal data with the implementation of a Socrata based Open Data Portal, promoting transparency. The project will open 20+ new data sets to public scrutiny.
- Designed and established the IT Governance Model for the City along an Operating Committee/Steering Committee structure, establishing true prioritization of enterprise level IT Projects and applying auditable accountability to investment decisions. Propagated the model as the governance policy down through large projects to the smallest ITIL service units, accomplishing widespread comprehension of the model.

**Sr. Program Manager  
State of Ohio Dept. of Medicaid / Diversified Systems, Inc. – Columbus,  
Ohio**

**2013 - 2014**

Led a complex solution procurement project to scope and acquire a Comprehensive Assessment and Case Management System under the State of Ohio Master Cloud Services Agreement (MCSA) contract vehicle. Capitalized on Federal Balancing Incentives Program (BIP) funding opportunity in an environment of expanding Medicaid services and waiver program eligibility complexity.

- Established the first Software as a Service (SaaS) system implementation project for the Agency, initiating a new business model for the Bureau of Long Term Supports and Services.
- Coordinated the negotiation of multiple external project timelines, interface designs, and systems interactions contributing to a new “ecosystem” approach to functionality deployment.
- Directed the technical requirements gathering and business process analysis and documentation for the design of a multi-agency, federally funded system.

**Project Manager, Contractor  
Nationwide Insurance / Modis, Inc. – Columbus, Ohio**

**2011 – 2013**

Led teams of technical SMEs, business representatives and functional leadership in projects focused on operational efficiency, cost reduction, and risk reduction. Drove projects of high internal visibility and external accountability to positive closure, realizing financial, and security benefits across Infrastructure and Operations, Firewall, Information Risk Management, IRM Compliance, and Information Security teams.

- Coordinated the reduction of virtual firewalls in the Web Hosting (WHI) and tools environments, resulting in the reduction of 156 firewalls to 113, a 69% reduction in rules, and elements, and the logical movement of 3400 servers in 8 months, increasing the efficiency of the corporate firewall, and reducing maintenance costs.
- Recovered a flagging enterprise level project to implement an enterprise software implementation for the attestation of system access entitlements across the corporation. The Entitlements Reporting project remediated audit findings from internal as well as external auditors. Focused a team and a project that was late and over-budget to successful rollout of the product across all Nationwide Lines of Business, at a significant reduction of information and privacy risk to the enterprise.
- Led teams of external consultants and internal SMEs in performing confidential system vulnerability scans both internally and externally to establish an independent threat vulnerability baseline.

**State of Ohio, Columbus, Ohio**

**2005 - 2011**

- **Director, Information Technology (CIO), Industrial Commission - 2010 - 2011**

Led 48 staff and 5 managers across all IT disciplines within a revenue producing State agency with an adjudicatory mission and 500+ employees dispersed around the State of Ohio. Aligned technical services along a value chain, including Applications, Infrastructure, Support, Facilities, Video Conferencing, and Telecommunications, with \$12.5M budget responsibility.

- Championed Agile Development, Server Virtualization, IP Telephony, and Video Conferencing projects in support of significant operational savings.
- Established new leadership across critical administrative competencies, including budget development, strategic planning, policy development, change management, technology roadmapping, and new technology introductions.
- Established or intensified relationships and team initiatives within agency Deputy Director level senior leadership around new policy, agency strategy formulation, and senior management committees.
- **Deputy CIO, Network Services Manager, Department of Commerce, 2007 - 2010**  
 Led a team (8) of Infrastructure and Operations Technicians and Specialists across network, security, policy, and communications disciplines and practices within a 25 person IT organization with a \$6.5M Budget. Reorganized and disciplined services practices in an environment of declining budgets and public stakeholder pressures within an agency with business units regulating industries ranging from Financial Institutions to Liquor Control.
  - Directed Server Virtualization initiative collapsing commodity servers by 75%, including their energy consumption, licensing, staffing levels, and boosting server capacity and manageability.
  - Streamlined remote communications among field staff of 50+, deploying Blackberries, and retiring dozens of disparate devices, service contracts, for savings of \$25K+ as Manager of MS Exchange centered Network Services team.
  - Led cross-agency resource sharing initiatives, including shared fiber capacity with the Department of Agriculture, data redundancy, disaster recovery/business continuity strategies, and data center sharing with the Department of Administrative Services Office of Information Technology, avoiding the need for large new infrastructure expenditures in each case.
- **Project Manager, Department of Public Safety, 2005 - 2007**  
 Assisted in establishing a PMO in a 4500+ employee agency with an IT department of 125+ and operating divisions ranging from the Highway Patrol to the Bureau of Motor Vehicles. Led projects and initiatives introducing processes, methodologies, support technologies, and platforms to deliver or salvage mission critical software, hardware, storage, and infrastructure.
  - Managed Enterprise Software implementations including EMC Networker, and EMC SMARTS.
  - Directed the implementation of an Enterprise Project Management Information System (CA Clarity) from product evaluation to organizational rollout, eliminating the need for six redundant information systems, while establishing new engagement processes and financial controls.
  - Chaired the Enterprise Data Collaboration workgroup of the Multi-Agency CIO Advisory Committee for the State of Ohio. Led the department on the Acquisition Process Realignment Committee.

**Project Manager**  
**Alcatel - Lucent, Columbus, Ohio**  
**1999 – 2004**

Provided Project Management for development and delivery of a mature, complex, telecommunications software product to global customers. In internal organizations ranging from 50 – 100 employees, served in multiple capacities from Bids and Proposals to Software Integration Services.

- Conceived, designed, and implemented web-based quality management system replacing paper-based records management model at an \$800,000 savings.
- Expanded revenue opportunities for Worldwide Services group by over \$1M in pre-/post-sales.
- Integrated Risk Management processes and practices into a team SDLC, improving scheduling and forecasting by 60% using internally designed tool.

**Education**

- Bachelor of Business Administration, Information Systems and Operations Management  
University of Toledo -Toledo, Ohio
- Master of Business Administration  
University of Notre Dame - Notre Dame, Indiana

**Certifications  
& Continuing  
Education**

- Masters Certification in Project Management
- Project Management Professional Certification (PMP) - Project Management Institute
- ITIL Foundation Certification