

PROFESSIONAL SYNOPSIS

Momentum is staffed with an Organizational Change Manager that holds 21+ years of comprehensive and integrated experience, knowledge and expertise in the areas of change management, project management, business analysis, training and facilitation. The individual's experience in the Information Technology (IT) field includes change management, project management, business analysis, client services, facilitation, training, application development, management and leadership. This experience has resulted in the individual's ability to enable awareness and adoption of new technologies and/or processes by encouraging leadership alignment, understanding organizational impacts and developing appropriate interventions to minimize business disruption.

Past and on-going experience has provided the individual with the skills to implement solutions across a wide variety of public sector industries. In addition, the manager easily relates to customers, is able to understand and translate customer needs into delivered projects, and continually manages and prioritizes multiple tasks. Other strengths include highly developed problem-solving skills, creating and delivering high-quality presentations and excellent communication skills.

KEY SKILLS

- Business Analysis
- Project Management
- Requirements Gathering
- As-Is/To-Be Process Mapping
- Technical Writing
- Facilitation
- Application Development
- Gap Analysis
- Application Design Review
- Application Testing Strategy
- Training Content Development and Delivery
- Written and Oral Communication
- Documentation Creation
- Implementation Support

Education:

- *Bachelor of Arts (BA), Health and Physical Education, Messiah College – 1980*

Training and Certifications:

- ITIL v3 Foundations – 2013
- Prosci Certified Change Management Professional (CCMP) – 2011
- Certified Usability Analyst – 2015
- Microsoft Certified Professional – 1999 – 2002
- Microsoft Certified Trainer – 1999 – 2000
- Certified Technical Trainer - 1998 – Present

Software/Technology:

- Microsoft Office Suite (e.g., MS Project, Visio, MS Access, Excel, Word, PowerPoint, etc.)

RELEVANT EXPERIENCE

Business Analyst PennDOT

10/2017 – Present
dotGrants Modernization

The dotGrants Modernization Project includes major upgrades to key technologies, infrastructure, and applications that make up dotGrants. dotGrants is a grant management solution for PennDOT. The system is designed to assist applicants and agency staff to effectively organize and manage online grant and grant-like requests for funding, allocation and distribution. The dotGrants Modernization Project will remove all remaining dependencies on the existing Commercial-Off-the-Shelf (COTS) product by upgrading the key technologies, infrastructure and applications that comprise the current dotGrants product and will offer better performance, more reusability, and increased functionality to improve interoperability between dotGrants and PennDOT's other mission-critical line-of-business applications.

As the Senior Business Analyst, duties include, leading a team of business analysts in validating system and business requirements, managing Quality Assurance (QA) testing, creating test scripts, and conducting User Acceptance Testing (UAT). Also responsible for creating training and help documentation as well as conducting training for PennDOT and external business users.

Business Analyst PennDOT

10/2017-07/2018
dotGrants CPT Interface Project

- Microsoft Solutions Framework

The Pennsylvania Department of Transportation (PennDOT) Multimodal Deputate relies on two-way communication and data exchange with local transportation agencies to support and monitor the funding, planning, and execution of these initiatives in line with Deputate goals. To facilitate data exchange, consumption, and reporting, the Multimodal Deputate uses various computer systems including the PennDOT Grant Management System (dotGrants) and the Capital Planning Tool (CPT). The dotGrants CPT Interface Project established a direct interface between the dotGrants Consolidated Capital Agreement (CCA) application and CPT to integrate and automate data population between CPT and CCA.

The individual, elicited requirements, conducted a Cost Benefit Analysis to validate the need for providing funding data from dotGrants to the CPT, and assisted with planning and execution of system and user acceptance testing. Training reference documents were also created, as well as training facilitation for PennDOT users.

**Business Analyst
PennDOT**

**08/2014 – Present
Capital Planning Tool**

The Pennsylvania Department of Transportation (PennDOT) Bureau of Public Transportation (BPT), in partnership with Cambridge Systematics, Inc. (CS), is implementing a Next-Generation Transit Asset Management system (TransAM) and Capital Planning Tool (CPT) based on a design and detailed requirements provided in a separate contract with the Virginia Department of Rail and Public Transportation. This project overview and work plan provides a breakdown of the tasks necessary to implement the detailed requirements developed in the prior contract.

As a Business Analyst on the project, the individual is responsible for gathering and maintaining all project requirements to include elicitation of new requirements from BPT, as well as merging requirements from previous projects and vendor documentation. They assist the project manager in creating and maintaining project timelines and initiated a project-wide action items tracking spreadsheet. At the request of BPT, the individual is providing guidance on communication with the transit agencies regarding application implementation plans. The individual plans and conducts training for the transit agencies and BPT staff.

**Business Analyst
PennDOT**

**11/2013 – 07/2014
Bring All Agents Online (BAAO) Future State Analysis**

The Pennsylvania Department of Transportation (PennDOT) Next Generation Team (NGT) identified a potential annual savings of approximately three million dollars within the realm of Agent processing. Currently, participation in the online programs is voluntary. Agents who are not online submit their customers' paperwork manually to PennDOT to be processed. If the over 8,000 contracted Agents who process motor vehicle transactions and the approximate 2,400 Agents who participate in the online messenger and registration programs all processed their transactions online, this savings could be realized. PennDOT is interested in exploring how best to bring all Agents online from the technological, process, and people perspectives.

The individual functioned as a Senior Business Analyst on a team that conducted As-Is business and technical processes for PennDOT's current Agents. The As-Is Decomposition deliverable contained background information, process flows and narratives for 14 business entities or groups impacted by the project. Deliverables included Business Process Improvement Recommendations, containing recommendations, benefits and challenges gathered from sessions facilitated by Ms. Lowery, and a Future State Assessment, containing To-Be process flows and narratives based on the recommendations.

Senior Program Manager **07/2012 – 09/2013**
DOH **Bureau of Women, Infants and Children (WIC)**
Bureau of Information Technology (BIT)

The individual functioned as the Senior Program Manager to assist with the identification and documentation of risks and issues, determination and establishment of business level priorities within WIC IT systems, and the evaluation of work efforts for inclusion in WIC change activities. They acted as a consultant and advisor in the improvement of existing processes, along with suggesting new processes to address weaknesses in vendor, program, and IT operations.

Along with considerable skills, the individual is an extremely effective communicator, and was able to support coordinating program actions. Responsible for advising and assisting the stakeholders and for prioritizing the most critical needs to ensure that WIC priorities and objectives are met.

The individual also assisted the WIC Program Office with management analysis tools for vendor related issues as well as Local Agency performance statistics. Leading a team of Program Office staff in responding to vendor issues relating to a system error and providing data analysis in the state's efforts to refund bank fees to affected vendors across the state.

Senior Business Analyst **06/2012 – 07/2012**
County Commissioners Association of Pennsylvania (CCAP)

The individual supported the CCAP Microsoft Dynamics CRM product implementation. Gathered and documented requirements on the Jail portion of the application, created As-Is process diagrams, and elicited requirements to create the To-Be process diagrams.

Business Analyst **04/2012 – 06/2012**
PennDOT **Business Process and IT Alignment Reengineering Project**

The individual was requested by PennDOT to initiate this high-profile project. Worked with all stakeholders and development team members as directed by PennDOT representatives of ISTO, and the Business Analysis and Process Improvement Division to provide analysis and related project support. Led the effort to document the As-Is state; elicit requirements; benchmark other states or private industry as appropriate; document the To-Be state; document the improvement opportunities; and implement the improvements.

Project Manager **11/2011 – 04/2012**

DLI

The Department of Labor and Industry’s (DLI) Office of Information Technology (OIT) required IT services expertise in IT organizational analysis, assessment and recommendations for re-design of staffing to improve customer satisfaction and increase effectiveness and efficiency in support of the agency. The individual coordinated with the executive sponsorship, providing status reports, and overseeing work by the team assigned to the project. Provided the Department of Labor and Industry’s (DLI) Office of Information Technology (OIT) IT Services expertise in organizational analysis and assessment to include recommendations for re-design of the organizational structure, implementation of an Enterprise Project Management Office (EPMO), and modifications to improve communication throughout the OIT. The individual provided OIT with guidance to assist them in reaching their goals of improving customer satisfaction, increasing OIT effectiveness and efficiency, and becoming a more agile organization capable of meeting the ever-changing needs of customers. The individual coordinated with the executive sponsorship, provided status reports, and provided oversight of the team assigned to the project.

Project Manager **11/2011 – 12/2011**
DGS

COSTARS is the Commonwealth of Pennsylvania’s Cooperative Purchasing Program, a service provided by the Department of General Services (DGS) for Local Public Procurement Units within the Commonwealth of Pennsylvania. Currently, DGS uses more than fifteen software applications to enter, maintain, and monitor COSTARS members, contracts and contract sales. Through the submission and analysis of application enhancement requests, specifically a request for credit card payment acceptance, it was determined that a new application should be created to consolidate some of the activities as well as provide the additional required functionality. In order to develop a new system, As-Is processes and system requirements must be elicited and documented. As the Project Manager, the individual coordinated with executive sponsorship, provided status reports, and oversaw work by the team assigned to the project.

Business Analyst **07/2011 – 11/2011**
PennDOT **CPT Study Phase**

In April 2010 Pennsylvania Department of Transportation (PennDOT) received the Capital Planning Tool (CPT) Functional/Technical Requirements Document detailing the Bureau of Public Transportation (BPT) requirements for a CPT. A CPT will equip Transit providers with a tool for an organized, logical approach to capital planning decisions. As a business analyst assigned to the study phase of the project, the individual validated potential solutions recommended in the alternatives document and identified and documented solutions that met most business and system requirements. Recommendations were provided for a best fit solution for PennDOT.

Business Analyst **02/2011 – 07/2011**

PennDOT Driver License Services Business Process Reengineering (Photo First) Project

In September of 2009, the Pennsylvania Attorney General filed a report which highlighted cases of fraud involving illegally obtained driver’s licenses. Subsequent to a May 12, 2009, public release of the contents of the Grand Jury report, PennDOT formed a PennDOT/Law Enforcement Workgroup. The Workgroup was formed in a cooperative effort to review not only the issues identified in the report, but to also to review both driver and vehicle processes through a proactive and holistic approach to identify enhancements to current processes to further mitigate the potential for fraud and identify theft. As a Business Analyst on the Photo First project, the individual worked closely with PennDOT personnel to elicit, document and manage business requirements for Driver License processes to address and resolve fraudulent activities without negatively affecting customer service. The individual participated in the As-Is Documentation process, the Best Practice Analysis, the To-Be Process Development and the Gap Analysis.

Senior Consultant/Project Manager **11/2010 – 1/2011**
L&I

As the Senior Consultant, the individual provided project management, technical knowledge, technical writing, preparation of minutes from meetings and interactions, and workshop material preparation to help ensure that the Statement of Work (SOW) was developed in a manner to reflect solid development methodologies and maintenance practices.

Project Manager **12/2007 – 11/2010**
OA/OIT Enterprise Project Management Office

The individual was the Project Manager for projects with the Department of Public Welfare (DPW), the Department of Corrections (DOC), and the Pennsylvania Board of Probation and Parole (PBPP), managing a 5-year project to integrate the case management systems in use by the DOC and PBPP. Responsibilities included oversight of both commonwealth and vendor staff in the collection of requirements; oversight of the review and approval of the design of the system; assuring proper testing strategies; and coordination of training and communication with the staff. The individual was responsible for adhering to the contract and providing regular updates to executive staff of both the DOC and PBPP.

Senior Consultant **04/2005 – 12/2007**
DLI

The individual performed requirements gathering and analysis for an appeals system for the Department of Labor and Industry (DLI). Throughout her project, the individual worked with commissioners, board members, and department staff to determine system requirements and coached department staff in requirements management techniques. Established requirements management processes and conducted knowledge transfer activities.

Project Manager **03/2006 – 12/2007**
DHS **National Provider Identifier (NPI)**

As the Project Manager, the individual provided project management for multiple program offices within the Department of Human Services (DHS). Her responsibilities included working cooperatively with other commonwealth agencies, business partners, and commercial insurers to implement the application with minimal impact to the provider community and commonwealth operational staff. The individual secured accurate time and resource estimates for development of a realistic implementation plan, assured communication to providers and appropriate business partners regarding the implementation and ensured appropriate training for providers, business partners, and commonwealth staff. As a result of her leadership, the project was executed without operational interruptions.

Business Analyst **04/2005 – 02/2006**
Pennsylvania Office of Children, Youth and Families (OCYF)

At the Office of Children, Youth, and Families, the individual performed business process analysis to identify opportunities for process improvement and facilitated discovery sessions with the goal of capturing existing problem areas within the organization’s primary processes. Compiled and prioritized results from sessions that targeted focus areas for “As-Is” process flows, root cause analysis, and recommendations for improving processes.

User Interface Manager **04/2002 – 04/2005**
Administrative Office of Pennsylvania Courts (AOPC)

As the User Interface Manager, the individual directed a portion of the Common Pleas Case Management System from design through implementation. Managed business analysts’ reviews of application design specifications for adherence to business processes and was responsible for the management of training and helpdesk staff, senior business analysts, and additional support staff as needed.

Business Analyst and Lead Developer **04/1999 – 04/2002**
IntelliMark

The individual served as the sole business analyst and development lead on a project for the Equipment Division of PennDOT to manage the Capital Equipment budget, including requests from all districts, creation of purchase orders, and management of the budgets for the Equipment Division and their districts. As the customer lead on a web-based intranet application project for the Independent Regulatory Review Commission (IRRC), the individual managed the lifecycle of regulations submitted from agencies throughout Pennsylvania. Implemented Microsoft Solutions Framework principles and practices with team members and the IRRC, led requirements gathering, design and development of a web-based intranet application to coordinate and integrate statewide information on Pennsylvania’s nursing homes, and conducted information gathering from the Department of Public Welfare, the Department of Health and the Department of Aging.

ADDITIONAL EXPERIENCE

Technical Instructor 01/1996 – 04/1999
IntelliMark

	Training Department Development Computer Learning Network	01/1995 – 01/1996
	Independent Consultant/Trainer	07/1994 – 01/1995
	Training Specialist Administrative Office of Pennsylvania Courts (AOPC)	02/1992 – 07/1994
	List Services Manager Dasher Inc.	03/1989 – 02/1992