

## PROFESSIONAL SYNOPSIS

Momentum is staffed with a business analyst who possesses over fifteen years of experience in business process analysis, project management, meeting facilitation, user training and software support. This individual is an Information Technology (IT) professional with exceptional communication and analytical skills who has performed in both the commercial and public sector business environment as a trained facilitator with experience managing small groups and large meeting environments. This individual has extensive working knowledge of the *Business Analysis Body of Knowledge (BABOK®) v2.0* best practice framework and earned their Certified Business Analysis Professional™ (CBAP®) certification in 2008. Their work history highlights the flexibility and diversity of their skills that are grounded in industry best practices in project management, analysis, quality assurance, and training. Other strengths include highly developed problem-solving skills, creating and delivering high-quality presentations and excellent communication skills.

## KEY SKILLS

- Business Analysis
- Requirements Management
- Training Content Development and Delivery
- Team Management
- Functional Decomposition
- Requirements Traceability Analysis
- Technical Writing
- Project Management
- Quality Assurance
- Meeting Facilitation
- As-Is/To-Be Process Mapping
- Document Analysis
- Test Scripts Development
- Written and Oral Communication

### Education:

- *Bachelor of Arts (BA), Communications, Penn State University – 1990*

### Training and Certifications:

- Certified Business Analysis Professional™ (CBAP®) - 2008
- Certified Software Quality Analyst (CSQA) – 2007
- Office Information Systems Certificate – Harrisburg Area Community College - 1992

### Software/Technology:

- Use Case Development
- UML and BPMN Modeling
- Microsoft Office: Access, Excel, PowerPoint, Project, Visio, Word
- RACI Matrix
- Rational RequisitePro
- Traceability Matrix
- MS Great Plains software

### RELEVANT EXPERIENCE

#### **Business Analyst/Subject Matter Expert (SME) PennDOT REAL ID** **10/2017 – Present**

The REAL ID Final Rule published January 29, 2008 by the Department of Homeland Security has established standards in accordance with the REAL ID Act of 2005, for DL and ID cards that federal agencies would accept for official purposes. These standards would require several processes and system modifications in the issuance and controls of DL/ID credentials.

The business analyst planned and facilitated multiple large group requirement workshops to identify and document the to-be business process workflows and the business and system requirements necessary to support the issuance of REAL ID DLs and IDs to PennDOT customers. The system requirements documented the impacts to three PennDOT systems: driver licensing mainframe system, online customer-facing system, and driver licensing exam results mobile application.

They are currently leading the business analysis team to transition the approved business and system requirements to test scenarios, test scripts, and required testing data.

#### **Business Analyst/Subject Matter Expert (SME) PennDOT Dealers Rewrite** **06/2016 – 10/2017**

As a consequence of the way the systems were designed, PennDOT has not been able to adapt to changing business needs or modern business models. PennDOT is aware that newer software systems that utilize current technology with more streamlined interface capabilities can help achieve more cost effective government operations by reducing the costs of



attend requirement elicitation meetings with PennDOT stakeholders, and perform project initiation activities related to the Inspections Re-write project. Additionally, they conducted observation sessions with designated Inspections business unit staff, documented the current and future state Inspections business processes, business user roles, business systems, business data information (entities and attributes), and business rules and documented the current enhancement requests related to the current Inspections systems.

**Business Analyst/Subject Matter Expert (SME) 02/2015 – 06/2015**  
**PennDOT DVS Commercial Skills Test Information Management System (CSTIMS) Implementation Support**

In 2012, FMCSA amended the commercial driver’s license (CDL) knowledge and skills testing standards and established new minimum Federal standards for States to issue the commercial learner’s permit (CLP). In order to address the new requirements, PennDOT assembled a team to identify and document the business, system, legal, and business process requirements necessary to reach compliance with the federal law. The initial set of business and system requirements were approved in May 2013. Following the approval of the initial requirements, the team determined the best approach to fulfill the requirements based on level of effort and PennDOT priorities. As part of the overall approach, PennDOT decided to utilize a web-based application developed by the American Association of Motor Vehicle Administrators (AAMVA). The CSTIMS application will provide PennDOT the capability to collect third party skills, test results electronically, enter and track audit results of test sites and examiners, and enter and track examiner training and certification information.

The business analyst worked with all stakeholders, development team members, and AAMVA representatives as directed by PennDOT representatives of ISTO to provide CSTIMS support. They reviewed project artifacts including the approved CSTIMS To-Be business process document, translated the CSTIMS To-Be business process maps to specific use cases categorized by defined user roles and identified and documented additional business rules that will be supported by settings in the CSTIMS application. Additionally, the business analyst used PennDOT’s CSTIMS testing and training environment, verifying that the use cases can be performed as documented and developed training modules organized by user role to support the training of CSTIMS end users.

**Engagement Manager 09/2013 – 02/2015**  
**PennDOT**

Their role on the Business Analysis and IT Planning contract between PennDOT and Momentum, Inc. is to function as the senior liaison between PennDOT contract management and Momentum. The engagement manager is the point of contact for the planning, staffing, status, training and implementation of the executed purchase orders. They supervise Project Managers, Intermediate and Senior Business Analysts, Subject Matter Experts, and Technical Writers. Additional responsibilities include assisting PennDOT with work order scoping and creation, resourcing approval, and product delivery according to contract Service Level Agreement (SLAs).

**Business Analyst/Subject Matter Expert (SME) 08/2012 – 09/2013**  
**PennDOT Verification of Lawful Status (VLS) Project**

Verification of Lawful Status (VLS) is a new addition to Pennsylvania Department of Transportation's (PennDOT's) existing Electronic Driver Verification (EDV) system. The current verification for an Immigration and Naturalization Service (INS) customer's documentation is executed via an external web site maintained by the Department of Homeland Security (DHS). This project entails gathering the necessary requirements to relocate this functionality to integrate it with PennDOT's Driver Licensing and Control (DL&C) system. The business analyst was responsible for leading the team that documented the business and system requirements and To-Be business process flow models that will be used to support the design, development, training, and testing phases of the project.

**Business Analyst/Subject Matter Expert (SME) 08/2011 – 7/2012**  
**PennDOT Integrated Vehicle and Driver License System (IVDLS) Project**

This project was focused on validating requirements for the Apportioned Registration and Fleet processes and functionality collected in previous efforts to analyze and update the IVDLS Apportioned Registration business processes and system functionality. The business analyst led the effort to review existing requirements, identify gaps and/or changes in existing requirements, and update the requirements to support the evaluation of a solution. They interviewed key personnel to identify stakeholder roles and responsibilities, documented roles and responsibilities in the RACI Matrix format, and reviewed requirement artifacts to develop a requirement validation and identification approach presentation. During this effort, they identified and documented new requirements in the form of Business and System Use Cases for Performance and Registration Information Systems Management (PRISM).

**Business Analyst 04/2011 – 7/2011**  
**PennDOT Driver License Services Business Process Reengineering (PhotoFirst) Project**

The PennDOT/Law Enforcement Workgroup was formed in a cooperative effort to review both driver and vehicle processes to identify enhancements to current processes to mitigate the potential for fraud and identify theft. The business analyst worked closely with PennDOT to elicit, document, and manage business requirements for Driver License processes. They identified and documented new processes that will resolve fraudulent activities without negatively impacting customer service. They facilitated interviews with SMEs and developed As-Is business process documentation; facilitated large working sessions to discuss and identify To-Be business process recommendations that aligned with PhotoFirst goals; compiled the final recommendations along with the pros and cons of each; and developed the Business Process Reengineering document.

**Program Management Support**

**08/2010 – 04/2011**

**PennDOT**

**Intelligent Transportation Program (ITP)**

In April 2009, PennDOT established the ITP to provide communication and collaboration between intelligent transportation projects in order to achieve peak performance while lowering risk. The program provided centralized management of the ITP project portfolio. This encompassed identifying, qualifying, prioritizing, managing, and guiding projects and complimentary planning activities. To support the management of the program, the business analyst developed an active project newsletter which was distributed to external and internal project stakeholders. This document included a summary and the current project status for all active projects in the ITP program. In addition, the business analyst created an active and proposed project directory which was distributed to executive management on a monthly basis and attended a bi-weekly status meeting, during which the current status of all projects in the ITP program was discussed.

**Business Analyst**

**02/2010 – 08/2010**

**PennDOT Commercial Driver License Information System (CDLIS) v5.1 Project**

The business analyst elicited business and system requirements from business and technical experts via large group requirement workshop sessions, analyzed federal legislation and technical specifications from the American Association of Motor Vehicle Administrators (AAMVA), and developed Business Specification and System Specification documents. They developed a Supplementary Specification document which included detailed business rules related to commercial driver medial qualification processing, and facilitated large group structured walkthrough sessions to verify and acquire approval of the business and system requirements.

**Business Analyst**

**03/2009 – 05/2010**

**PennDOT National Motor Vehicle Title Information System (NMVTIS) Project**

The NMVTIS system is an information system intended to enable states and other entities to access automobile titling information with the overall purpose of addressing vehicle title fraud. On March 13, 2009, Pennsylvania Department of Transportation (PennDOT) initiated the NMVTIS Project to identify and implement the business and system changes necessary to comply with the Final Rule and other specification documents published by AAMVA (the operator of NMVTIS). The business analyst developed a Business Requirements Specification document that outlined the enterprise goals and stakeholder needs related to the NMVTIS Final Rule. They created a System Requirements Specification document to document the functional and non-functional solution requirements and produced a Use Case Specification document that outlined the user actions, system responses, and business rules necessary to support the implementation of the NMVTIS interface with AAMVA. While working on the project, the business analyst used the Rational RequisitePro requirements management tool to organize

requirements, trace business requirements to system requirements, and generate a test condition matrix to ensure that all system and use case requirements were represented in the testing tool.

**Business Analyst**

**07/2008 – 12/2008**

**PennDOT Highway Performance Monitoring System (HPMS) Reassessment**

In response to the Federal Highway Administration's (FHWA) reassessment findings and recommendations, the Pennsylvania Department of Transportation's (PennDOT's) Bureau of Planning and Research (BPR) submitted an Information Technology Request (ITR) to the Information Systems Governance (ISG) group. This request outlined at a high level the impact of the HPMS Reassessment 2010+ requirements – elimination of certain data elements, update to a relational database, and addition of geographic shapes. In order to gain a greater understanding of the scope and impact of the changes to Pennsylvania's HPMS data collection, entry, and submission processes and supporting business systems, a business analysis effort began in July of 2008. As lead business analyst on the project, they developed process flow diagrams and textual descriptions for each process step depicted in the diagram. They created contextual diagrams and textual descriptions representing three different system perspectives – 1) a user view which describes user access and user system functions, 2) a system view which describes the information shared between systems, and 3) a data view which explains the key data elements that are entered, stored and reported during the execution of HPMS business processes. They identified and documented data requirements related to data storage needs, additional data tables, and additional data fields; identified and documented the functional requirements related to the capabilities the future solution should provide in order to support the HPMS reassessment requirements; and provided a list of project requirements that identified which project tasks must be included in order to implement the data and functional requirements successfully.

**Business Analyst**

**06/2007 – 06/2008**

**NAVSUP Business Systems Center (BSC) Business Analysis Staff**

**Augmentation Project**

**Standard Accounting and Reporting**

**System (STARS) to Navy Enterprise Resource Planning (Navy ERP) Data Conversion Project**

The business analyst facilitated requirements gathering initiatives resulting in the identification, documentation, and stakeholder approval of business and functional specifications of the legacy STARS system and new Navy ERP system. They provided technical writing support to assist in the creation of appropriate documentation, including file layouts, data mapping spreadsheets, issue papers, meeting minutes and other documentation as required.

**Business Analyst/Lead Trainer** **12/2006 – 04/2007**  
**PennDOT** **Development and Mentoring Project**

The business analyst developed a training curriculum centered on the skills and techniques practiced by successful business analysts in the IT industry. The training course included an overview of the business analysis methodology supported by the International Institute of Business Analysis (IIBA®). They facilitated mentoring sessions which allowed participants to utilize the skills acquired during training to develop business requirements for a pilot project. They provided analysis and developed recommendations related to the final business requirements document created as part of the mentoring phase of the project.

**Business Analyst/Quality Control Analyst** **05/2005 – 11/2006**  
**PennDOT** **Motor Carrier Safety Act Implementation (MCSIA) Project**

The business analyst utilized their Business Analysis, Requirements Elicitation and Documentation, Quality Assurance, and Testing skills on this project. They facilitated requirements gathering sessions and requirements verification sessions, developed and maintained business requirements deliverables, including MCSIA Business Requirements Document, MCSIA Compliance Traceability Matrix, and MCSIA Sanctioning Rule Matrix, and developed and executed test scripts to validate that business requirements were implemented according to the defined requirements.

**Business Analyst** **04/2005 – 05/2005**  
**DHS Office of Children, Youth, and Families (OCYF) Business Process Analysis Project**

The business analyst served the Department of Human Services (DHS) by performing Business Process Analysis related to the processes performed by the OCYF. They performed business process analysis in order to identify opportunities for improvement and facilitated discovery sessions with the goal of capturing existing problem areas within the organization’s primary processes. The business analyst compiled and prioritized the information elicited from these sessions, presented results to the project stakeholders and created an options document that outlined recommended organizational improvements.

**Lead Trainer** **03/2005 – 04/2005**  
**L&I** **Requirements Management Training**

The business analyst served the Pennsylvania Department of Labor & Industry (L&I) on a project involving Training Development and Execution related to Business Analysis Best Practices. The business analyst developed project management courseware, including course objectives, audience skill level and success criteria. They modified existing Momentum Project Management University courses to apply case studies and delivered classes to 20 staff from the applications development and support group.

**Business Analyst  
DOH**

**11/2004 – 01/2005**

**Core and Promise Requirements Study**

The project involved requirements elicitation, documentation and analysis related to the Core and Promise Requirements Study. The business analyst performed requirements gathering and assessment for the enterprise consolidation of two cross-agency financial applications between Pennsylvania Department of Human Services (DHS) and Pennsylvania Department of Health (DOH). They facilitated joint application design sessions and compiled findings for management review, developed workflow diagrams using MS Visio diagrams, performed a gap analysis and created a requirements document based on joint application development (JAD) sessions' input, analyzed business processes and interfaces to major ERP package, and worked with SMEs, program managers and executive management teams.

**Business Analyst  
American Education Services (AES)  
Process Improvement Project**

**08/2004 – 11/2004**

**Requirement Management**

The project involved Business Process Analysis to determine the existing requirements management practices currently being performed and the recommendations for improvements. The business analyst developed recommendations for process improvement and standardization for enterprise-wide Requirements Management (RM). They evaluated existing processes and made recommendations as part of a software development systems life cycle. The recommendations resulted in a consistent approach for creating specification documents, improved discipline for gathering and managing information system requirements, reduced post-implementation change requests, and reduced scope creep. These improvements resulted in cost savings and improved customer service through delivery of high quality applications delivered on time, and meeting or exceeding customer expectations.

**Business Analyst/Quality Control Analyst  
PennDOT Driving Under the Influence (DUI), Senate Bill No. 8 Project**

**01/2004 – 07/2004**

The project included Quality Assurance and Application Testing activities to support the implementation of the DUI, Senate Bill No. 8 enhancements. The business analyst managed quality assurance system changes for Driver Licensing within the PennDOT as part of the Senate Bill 8 DUI Legacy System implementation. Their responsibilities included all aspects of testing major system changes, including creation of test scripts to confirm customer changes, recording and tracking all output produced in the testing environment.



**Business Analyst/Training Developer** **09/2003 – 12/2003**  
**AES** **Requirements Management Training Project**

This project included Training Development and Training Facilitation. The business analyst created and conducted a customized requirements management training course for American Education Services (AES). The course included requirements elicitation techniques, use case development and Unified Modeling Language (UML) diagramming.

**Business Analyst** **04/2003 – 10/2003**  
**PennDOT Apportioned Registration Program (ARP) Best Practices Study**

The business analyst conducted business process analysis to determine the current state of the ARP program and to develop recommendations for improvements. They conducted business process analysis for the Division of Motor Vehicles within the PennDOT, regarding commercial vehicle apportioned registration, and participated in an As-Is study, requirements definition, business process improvement analysis, industry best practice research and commercial product evaluation.

**Business Analyst** **06/2002 – 04/2003**  
**Beidel Printing House, Inc.** **MS Great Plains Project Accounting Implementation Project**

This project included performing business process analysis to determine the current functions being performed using the customer's current version of Microsoft (MS) Great Plains software to tailor software configuration screens and training manuals to their specific business processes. The business analyst implemented the MS Great Plains Project Accounting solution for Beidel Printing House, Inc. They interviewed users on the functionality of their current job costing software, conducted testing and research of the MS Great Plans Project Accounting software to verify that it would match the functionality of their current software, and customized training materials and a training course based on the customer's needs.

**Project Manager** **03/2000 – 12/2001**  
**Administrative Office of Pennsylvania Courts (AOPC)** **AOPC Thin Client Installation**

This project involved performing project management and asset management tasks throughout a state-wide implementation of Wyse Thin Client terminals. The project manager managed the installation of 2,450 Wyse Thin Clients at 541 District Court offices for the APOC. They developed and maintained an asset tracking system, created an installation schedule, and managed all installation logistics (i.e., confirming the scheduled date and time with the customer, making travel arrangements, etc.).