Business Analyst

PROFESSIONAL SYNOPSIS

Momentum is staffed with an accomplished Business Analyst and Technical Writer with experience in all phases of the business analysis processes. This individual is considered a forward-thinking analyst with a unique combination of business, technical, and consulting experience to bridge gaps among business units and IT groups. They are a thorough, process-centric Business Analyst practiced in executing high-level projects that require accelerated input from IT groups. The Business Analyst is accomplished in leveraging strong analytical, interpersonal, and technology skills to influence system enhancements and maintenance requests, while delivering quality solutions. They possess extensive communication experience, as well as knowledge in Product Lifecycle Methodology.

KEY SKILLS

- Business Analysis
- Technical Writing
- Quality Assurance

- Requirements Management
- Mentoring
- Testing

Education:
- Bachelor of Science (BS), South Illinois University – 1990

Training and Certifications:
- Certified Business Analysis Professional™ (CBAP®) – 2013
- ITIL®v3 Foundations – 2013
- Certified ScrumMaster® – 2017
- Business Analysis Certificate, Penn State University – 2010
- Microsoft Certified Technology Specialist – Microsoft Office SharePoint Server (MOSS) – 2008
- Implementing Microsoft Windows SharePoint Services (WSS) 3.0 – 2008
- Analyzing Requirements and Defining Microsoft .NET Solution Architectures – 2004
- Introduction to ASP.NET – 2002
- Keane, Inc. Productivity Management – 2002

Software/Technology:

RELEVANT EXPERIENCE

Engagement Manager   **01/2018 – Present**
PennDOT

Pennsylvania Department of Transportation has contracted Momentum to provide Business Analysis services to support the enhancement of Pennsylvania Department of Transportation internal Business Analysis Methodology and to mentor and guide the Pennsylvania Department of Transportation analysts as they support their customers. They function as the Engagement Manager between Pennsylvania Department of Transportation contract management and Momentum on the contract. This individual is responsible for designing all processes, procedures and templates, planning, staffing, status reporting, training, and implementation of the executed purchase orders and managing partner relationships. Additionally, they mentor Project Managers, Business Analysts, and Technical Writers, supervise multiple teams performing feasibility studies and solution assessments, facilitate strategic planning and application development support, and maintain resource succession planning. As the Engagement Manager, they provide consulting on all aspects of the PennDOT Software Development Lifecycle (SDLC) in all its Deputates, assure quality and timely delivery complying with the contract's SLA Agreement standards and govern reporting to Department Director and CIO level.

Business Analyst   **09/2015 – 01/2018**
PennDOT   **Construction Forms Automation**

The Construction Documentation System (CDS NeXtGen) application resided on individual Personal Computers (PCs) located at each construction site within the Pennsylvania Department of Transportation (PennDOT) District Offices. The application required an external web presence to allow both direct and remote access for business partners, PennDOT personnel, construction site personnel, end-users, support staff, and other users of CDS NeXtGen. Because the prior CDS NeXtGen application architecture and technology did not align with current PennDOT and Commonwealth Office

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- Skype for Business
- OneDrive with Office 365
- Microsoft Office
- Microsoft Windows SharePoint Services (WSS) 3.0
- Madcap Flare 3.0 (authoring and publishing software)
- TechSmith Camtasia Studio 6.0 (screen recording software)
- Transact-SQL (T-SQL)

of Administration/Office of Information Technology (OA/OIT) standards, PennDOT opted to implement an updated solution to support the push and pull of construction project information between all resources involved with a given construction project. This resulted in the implementation of the Construction Documentation System version 3 (CDS v3).

During this phase of the CDS v3 project, the Business Analyst's responsibilities included drafting various deliverables for the automation of construction forms deemed high priority by the business, which included current state business process flows and narratives, future state business process flows and narratives, data mapping specification, and requirements specifications. Various construction forms included Consultant Inspector Hours and Mileage, and the additional automation functionality of the existing Force Accounts and Sources of Supply processes.

Business Analyst   **07/2015 – 09/2015**
PennDOT   **Mobile Computing Support**

Mobile computing enables the digital transmission of data without having to be connected to a fixed physical link. The opportunities for leveraging mobile computing within PennDOT and the Commonwealth are significant as PennDOT field personnel often have to perform time consuming manual data collection, which is then manually entered into the requisite systems. PennDOT has explored a proof-of-concept to provide reliable mobile computing technology solutions for field personnel to diminish manual work, enhance productivity, and remit more accurate and timely data. In addition, PennDOT has also established standards to fulfill the mobile computing needs of its users including the use of Apple's iOS and a standard application framework.

PennDOT identified several projects as they prioritized their mobile program and portfolio. These projects necessitated all services typically required of software projects. Therefore, PennDOT setup a support infrastructure to specifically manage and execute these projects using the Agile development methodology. PennDOT advised each Deputate and applicable business area to inform Information Systems and Technology Office (ISTO) when a need for a mobile application was identified. Through this work order and the aforementioned infrastructure, requirements for all identified mobile computing needs were captured. Once prioritized by ISTO, the effort to design, develop, and the mobile application will be supported.

As a Business Analyst on this project, they drafted various work products for the automation of CS-472 Concrete Inspectors Daily Record Book including current state process flows narratives, business requirements, systems requirements, technical requirements, and requirements work sessions notes. Additionally, they drafted work products for Daily Force Accounts including a user guide.

Business Analyst   **03/2015 – 07/2015**
PennDOT   **Source of Supply Business Process Analysis**

As part of the implementation of CDS v3, the Business Analyst provided various business process analysis activities. Their responsibilities included

drafting various deliverables for the automation of Sources of Supply construction forms, which included current state business process flows and narratives, future state business process flows and narratives, data mapping specification, and requirements specifications.

Business Analyst   **09/2014 – 03/2015**
PennDOT   **Construction Forms Automation**

As part of the implementation of CDS v3, the Business Analyst was responsible for drafting various deliverables for the automation of construction forms, which included current state business process flows and narratives, future state business process flows and narratives, data mapping specification, and requirements specifications. Various construction forms include Asphalt Price Adjustments, Diesel Price Adjustments, Inspection Punchlist, and Force Accounts.

Business Analyst   **09/2013 – 09/2014**
PennDOT   **Construction Documentation System (CDS) v3**

As part of the CDS v3 Team, the Business Analyst was assigned to provide a web-enabled application within the Engineering and Construction Management System (ECMS) that provides all of the CDS NeXtGen MS Access application functionality residing on individual PCs located at each construction site within the PennDOT District Offices. The web-enabled application also included providing functionality of electronic data-collection and processing to replace hard-copy construction forms. The BA Team provided business analysis services in support of developers and users of CDS v3 and construction forms. They performed requirements elicitation, prioritization, and documentation via process maps and use cases, and developed UAT scripts while providing iterative development support of system testing and UAT.

Business Analyst   **04/2013 – 09/2013**
PennDOT   **Bring All Agents Online (BAAO)**

The Bring All Agents Online (BAAO) Team explored how best to bring more than 5000 agents/messengers online to process customers' motor vehicle and driver licensing paperwork electronically by accessing PennDOT's database. The Business Analyst provided their extensive experience from the technological, process, and people perspectives. They participated with other team members to assist the PennDOT Project Execution Management Team (PEMT) by meeting with stakeholders to document As-Is and To-Be System Processes, created a Gap Analysis, and elicited business and system requirements. They also assessed potential solutions against the requirements to enhance the efficiency of vehicle service transactions by consolidating multiple interfaces and making the services available via a web service.

Business Analyst   **01/2013 – 04/2013**
PennDOT   **CDL/LP**

The Business Analyst participated in the Commercial Driver's License/Learner's Permit (CDL/LP) Evaluation Team to assess the impacts of the recent Federal Motor Carrier Safety Administration (FMCSA)

amendments to the federal commercial driver's license knowledge and skills testing standards and new minimum federal standards for states to issue commercial learners' permits. They participated with other team members to assist the PennDOT PEMT with assessing the impacts of the law and to identify and document all business and system requirements, business processes, and legal and regulatory updates.

Business Analyst   **11/2012 – 01/2013**
PennDOT   **ePermitting Systems**

The Business Analyst participated in the ePermitting Systems (EPS) Project Team to elicit business and system requirements for the next project phase by meeting with PennDOT PEMT members and other stakeholders.

Business Analyst   **08/2012 – 11/2012**
PA DGS   **COSTARS Re-Write Project**

The Business Analyst participated in the COSTARS Integration Application Evaluation team by eliciting and documenting As-Is processes and high-level requirements in supporting Pennsylvania Department of General Services (DGS) Bureau of Procurement (BOP) in evaluating COSTARS systems and processes to consolidate the current product capabilities and data elements into a single web-based system and repository. They now participate as part of a technical and development team, led by Info-Matrix Corporation; to expand these requirements including, but not limited to, document analysis, interviews, and requirements workshops to elicit and document detailed requirements, business rules, and workflow paths to allow DGS operational staff to streamline the business of cooperative procurement via the COSTARS solution.

Business Analyst   **06/2011 – 08/2012**
PennDOT   **ePermitting Systems**

The Business Analyst participated in the ePermitting Systems (EPS) Project Team to validate the current project phase processes by using User Acceptance Testing (UAT) test scripts and documented business and system requirements. They participated with other team members to elicit business and system requirements for the next project phase by meeting with PennDOT PEMT members and other stakeholders.

Business Analyst   **05/2012 – 06/2012**
PennDOT   **Photo First**

The Business Analyst participated in the Photo First Project Team to update business and system requirements documents per client reviews, and participated with other team members to assist with drafting a final solutions document and governance presentation.

Business Analyst   **12/2011 – 05/2012**
PennDOT   **Traffic Signals Asset Management**

The Business Analyst participated in the Traffic Signals Asset Management Systems (TSAMS) Evaluation Team to elicit business and system requirements to identify possible solutions, and their corresponding estimated costs, for a centralized traffic signals data source that is accessible

to all levels of user groups.   They participated with other team members to assist the PennDOT PEMT with drafting a project charter as well as Business Goals and Objectives for requirements traceability, elicit business and system requirements by meeting with PEMT members and other stakeholders, document To-Be System Processes, and assess multiple potential solutions against the requirements.

Business Analyst   **10/2011 – 12/2011**
PA DGS BOP   **COSTARS Integration Application**

The Business Analyst participated in the COSTARS Integration Application Evaluation Team meetings and supported BOP in evaluating COSTARS systems and processes for the subsequent integration of more than 15 software applications to enter, maintain, and monitor COSTARS members, contracts and contract sales. They participated with other team members to conduct an analysis of application enhancement requests, and elicit and document As-Is processes and high-level requirements for the development of a new application to consolidate some of the activities as well as provide additional required functionality.

Business Analyst   **06/2011 – 10/2011**
PennDOT   **Enterprise Asset Management Project**

The Business Analyst participated in the Enterprise Asset Management Evaluation Team meetings and supported PennDOT in evaluating asset management systems and processes, which included best practices, assessment, policy and regulations, systems inventory, options tradeoffs, preservation strategies, operations monitoring, performance measurement, and efficiency monitoring. They participated with other team members to create multiple potential solutions to enable the agency to operate at optimal efficiency and minimal costs.

Business Analyst   **12/2010 – 06/2011**
PennDOT   **Linking Planning & NEPA (LPN) II**

As a Business Analyst on the project, they participated in stakeholder interviews and reviewed submitted As-Is process maps and provided documented feedback on pavements, bridges, ITS, traffic signals, transit, and retaining walls asset planning. They provided information from existing systems/sources for estimating funding needs for LRTP (20 years) as well as estimating funding needs for determining projects for TIP (6 years).

Technical Writer   **10/2010 – 12/2010**
PennDOT   **LPN**

Linking transportation planning and the National Environmental Policy Act (NEPA) process is a 40 plus year federal endeavor. Early coordination with environmental, regulatory and resources agencies helps to identify concerns that would delay transportation projects.

At PennDOT, a project to combine these two processes had been underway since 2006. By collaborating with metropolitan and rural planning partners, PennDOT streamlined the process with standardized forms that PennDOT

would like to automate during 2010, to further streamline the process of Linking Planning and NEPA (LPN).

As a Technical Writer on the project, they reviewed existing system documentation on the development of the application, interviewed Business Analysts about the project and testing requirements, interviewed developers on current application development, and developed a user guide based on current requirements.

Business Analyst **07/2010 – 10/2010**
PennDOT **Marcellus Shale Project**

As a Business Analyst on the Marcellus Shale Project, they solicited business and system requirements by interviewing system subject matter experts. After gathering information, they documented the requirements using Rational RequisitePro (ReqPro), and followed up by validating their findings with the identified stakeholders. Additionally, they maintained the requirements traceability matrix during the life of the project.

Quality Assurance Analyst/Technical Writer **07/2009 – 11/2009**
State of Connecticut **Enhance website**

As a Quality Assurance Analyst and Technical Writer on the project to enhance the Connecticut website, they prepared documentation for the on-line help function of the state's new .NET website, using 3rd-party authoring and publishing software. They used the same software to create user manuals for the .NET web-based application created in concert with the new website. Prior to launching the new website, they provided quality assurance testing and regression testing after each release to update the application.

Quality Assurance Analyst/Technical Writer **02/2009 – 11/2009**
Lancaster County-Wide Communications **911 CAD**

As a Quality Assurance Analyst and Technical Writer on the Lancaster County 911 Computer-Aided Dispatch (CAD) project, they prepared documentation for the on-line help function, using 3rd-party authoring and publishing software. They used the same software to create user manuals for the applications created to support the 911 CAD. They also provided quality assurance regression testing.

Business Systems Analyst **02/2008 – 02/2009**
Intermediate Unit 13 **Case Management and Time Tracking**

As a Business Systems Analyst working with the Intermediate Unit, they were assigned to support the web-based student management and tracking application developed in .NET. They developed system documentation in the form of use case documents, business requirements, and business flow diagrams. Additionally, they conducted Joint Application Development (JAD) sessions with project team members and clients. They provided quality assurance testing and regression testing after each release. Prior to leaving the project, they provided client mentoring in the analysis process by performing knowledge transfer via training materials and documentation.

Quality Assurance Analyst **10/2007 – 01/2008**

PA Democratic Constituents	**Constituent Tracking System**

As a Quality Assurance Analyst working on the State Government legislative database management application for the PA Democratic Constituents, they provided quality assurance testing and regression testing after each release to update the application. Prior to leaving the project, they assisted with user acceptance testing as well.

Quality Assurance Analyst	**08/2007 – 09/2007**
All American Travel Plazas	**Pricing Module**

As a Quality Assurance Analyst working on a custom-built, fuel pricing and purchasing management application to interact with a 3rd-party accounting software package for the All American Travel Plazas, they provided quality assurance and regression testing following each release.

Business Systems Analyst	**02/2007 – 08/2007**
CSIU	**Software Services and Mentoring**

As a Business Systems Analyst working with the Central Susquehanna Intermediate Unite (CSIU), they were assigned to provide mentoring support for the in-house redesign of a software suite developed in .NET. In this capacity, they mentored, coached, and assisted client technical staff in iterative development, with a focus on building technical staff self-confidence in developing business expertise and technical knowledge in requirements elicitation and documentation, iterative development process using .NET development technologies, and quality assurance testing and incident tracking.

Business Systems Analyst	**01/2006 – 02/2007**
Coin Wrap, Inc.	**IVR Integration and Administration**

As a Business Systems Analyst for Coin Wrap, Inc., they worked on the integration of an Interactive Voice Response (IVR) system and data collection application to replace the daily operations and finances conducted manually via voice and fax between remote site locations and the corporate office. They performed business-critical and business analysis functions, including the processing required for the tracking and reporting the administration functions for maintaining the tables required for processing the application functions and applicable data for export to payroll and invoicing processing software applications. Additionally, they performed all Quality Assurance testing initiatives for the project.

Business Systems Analyst	**04/2005 – 01/2006**
Montgomery County	**Resources Pilot AIRS Taxonomy**

As a Business Systems Analyst working with Montgomery County Maryland, they were part of the team assigned to a project to replace a resource database website that provided access to a directory of community resource information. Their task was to create a new site that provided the ability to search for information pertaining to various services available within the county. They performed the requirements gathering for the project by meeting with the client to determine system specifications. The new website

included a Taxonomy database directory of categories and terms based on the AIRS/INFO LINE Taxonomy of Human Services.

Business Systems Analyst   **06/2003 – 02/2005**
Pennsylvania Automotive Association   **Insurance Application Conversion**

As a Business Systems Analyst working with the Pennsylvania Automotive Association, they aided with the conversion from a mainframe to a Client-Server web-based application for a local insurance association. They developed the system and user acceptance test strategy, managed unit and system regression testing of completed application processes, monitored user acceptance testing of the application, and trained users in the operation of the application.

ADDITIONAL EXPERIENCE

Developer	10/2000 – 06/2003
Excel Logistics/Warehousing and Distribution	
Developer	08/1996 – 10/2000
Excel Logistics/Warehousing and Distribution	
Lead Instructor	08/1993 – 08/1996
Computer Learning Network	