



PARTNERSHIP FOR PUBLIC SERVICE



***Federal CIO Continuous Improvement Series Workshop  
IT Investment, IT Dashboard, TechStat Workshop  
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***Zalmi 'Zal' Azmi  
CIO SAGE***

Mr. Azmi was the Executive Assistant Director and Chief Information Officer for the FBI's Information Technology Branch and held that position since 2004. Mr. Azmi was responsible for the FBI's overall information technology efforts, including developing the FBI's IT strategic plan and operating budget, developing and maintaining the FBI's technology assets, and providing technical direction for the reengineering of FBI business processes.

He stood up the Office of the Chief Knowledge Officer (CKO) and deployed a Knowledge Management (KM) program by which the FBI can exploit both tacit and explicit knowledge assets internally and participate fully in Information Sharing programs within the Intelligence and Law Enforcement Communities as well as acquiring and merging commercial best practices into the program. Mr. Azmi was a member of the Intelligence Community CIO Council, the DOJ CIO Council, AFCEA's Intelligence Committee, and American University's Kogod School of Business.

Prior to joining the FBI, he served as Chief Information Officer for the Executive Office for the United States Attorneys (EOUSA). While serving in this capacity, Mr. Azmi initiated several programs to bring the organization into compliance with Clinger-Cohen Act of 1996. He created and implemented a multi-year strategic technology plan, an Enterprise Architecture, an IT Investment Management process, a Lifecycle methodology, and all federal chief information officers' core competencies. He also created and integrated the organization's first Information Systems Security Office.

While serving as the CIO of EOUSA, because of his prior Military training and expertise he was detailed to the Central Intelligence Agency's Counter Terrorism Center (CTC) in October, 2001. He participated in support of military operations on the ground and deployed several times to Afghanistan.

Mr. Azmi served in the U.S. Marine Corps for seven years as a communication and intelligence specialist and served multiple overseas tours with Marine Expeditionary Units (Special Operations Capable) and his last assignment was with the 2nd Surveillance, Intelligence, and Reconnaissance Group.

Mr. Azmi has received several prestigious awards including the Presidential Rank of Distinguished Executive Award, the President G.W. Bush Award for Excellence in Counter Terrorism Support, the Arthur S. Flemming Award for Excellence in Applied Science and Technology, two Bronze medals from the Department of Commerce, and numerous military service medals.

Mr. Azmi holds a Bachelor of Science in Information Systems from American University in Washington, D.C., and a Master of Science in Management Information Systems from George Washington University in Washington, D.C. Mr. Azmi also holds several IT certifications including Information Security Management and Program Management.

Mr. Azmi is Senior Vice President, Global Strategic Law Enforcement and National Security Programs, at CACI International. He is primarily responsible for providing thought leadership for intelligence and law enforcement lines of business. He joined CACI in November of 2008.



***Scott Charbo***  
***CIO SAGE***

Mr. Charbo served under Secretary Chertoff as the Deputy Under Secretary for the National Protection and Programs Directorate where he focused primarily on the initial deployment of the National Cyber Security Initiative and enhancements to USCERT as well as the on-going Infrastructure Protection program to include Chemical Security, Interoperable Communications, and the budget and administrative processes needed to build this growing directorate.

Previously, he served as the Department of Homeland Security's Chief Information Officer where he led the resource efforts for the information technology assets supporting over 200,000 federal employees of the 22 agencies comprising the new department, totaling \$5.9 billion in IT expenditures. Charbo focused on integrating new and existing systems of homeland security in full compliance with the broader values of privacy, civil liberties, and openness. Additionally, he improved the operations of cyber security in the development of the first SOC and focused operations unit for DHS. He also implemented infrastructure improvements, such as the deployment of the first core Network (DHS 1-Net) and the deployment of two consolidated secured data centers and improved IT management and governance processes.

Prior to assuming the position of CIO, Charbo served as the Acting Under Secretary for Management for the Department of Homeland Security. As such, he was responsible for the budget, appropriations, expenditure of funds, accounting and finance; procurement; human resources and personnel; information technology systems; facilities, property, equipment, and other material resources; and identification and tracking of performance measurements relating to the responsibilities of the Department of Homeland Security.

Mr. Charbo also served as Chief Information Officer for the U.S. Department of Agriculture from August 2002 to June 2005.

Scott Charbo is Vice President, US Federal CyberSecurity and Telecommunications at Accenture.



***Karen Evans***  
***CIO SAGE***

Karen S. Evans is an independent consultant in the areas of leadership, management and the strategic use of information technology. She recently retired after nearly 28 years of federal government service with responsibilities ranging from a GS-2 to Presidential Appointee as the Administrator for E-Government and Information Technology at the Office of Management and Budget (OMB) within the Executive Office of the President. She oversaw the federal IT budget of nearly \$71 billion which included implementation of IT throughout the federal government. This included advising the Director of OMB on the performance of IT investments, overseeing the development of enterprise architectures within and across the agencies, directing the activities of the Chief Information Officers (CIO) Council, and overseeing the usage of the E-Government Fund to support interagency partnerships and innovation. She also had responsibilities in the areas of capital planning and investment control, information security, privacy and accessibility of IT for persons with disabilities, and access to, dissemination of, and preservation of government information. Included in her accomplishments are making IPv6, HSPD-12, and SmartBUY (which is leveraging the federal government requirements) a reality; elevating the

importance of transparency with the publication of the Management Watch List and High Risk List projects; increasing the focus on cybersecurity to include the Federal Desktop Core Configuration for the government; and balancing the expanded use of technology for citizen services with increasing demands for privacy.

Prior to becoming the Administrator, Ms. Evans was the Chief Information Officer for the Department of Energy. There she was responsible for the design, implementation, and continuing successful operation of IT programs and initiatives throughout the Department and its offices. During this time, she was the Vice-Chairman of the Federal CIO Council. Elected to the post in December 2002, she coordinated the Council's efforts in developing federal IT programs and improving agency information resources practices.

Before joining Energy, she was Director, Information Resources Management Division, Office of Justice Programs (OJP), U.S. Department of Justice, where she was responsible for the management and successful operation of the IT program. OJP's bureaus and offices provide funding opportunities for initiatives such as Safe Schools, Safe Start Program, Community Prosecution, Native American Tribal Courts and other programs of high local, state and national interest. Key accomplishments included the implementation of an on-line grants management system to process grants from discretionary, formula and large block grants programs, to streamlining capabilities to ensure for the expeditious processing of claims benefits to families of public safety officers after the September 11th attacks.

She holds a Bachelor's degree in Chemistry and a Master of Business Administration degree from West Virginia University. She resides in Martinsburg, WV with husband, Randy and her two children, Jake and Samantha.



***Patricia Healy***  
***CFO SAGE***

Patricia Healy is the former Deputy Chief Financial Officer (CFO) for the U.S. Department of Agriculture (USDA), having recently retired in January 2008. She first became the Deputy CFO of USDA in October 1999, serving as second in command for overall financial management activities of the over 100,000 employees in the Department and for direct management of 1,300 employees in the Office of the Chief Financial Officer in Washington, DC, and the National Finance Center (NFC) in New Orleans. As full deputy under a Senate Confirmed Presidential Appointee, she also served as Acting CFO of USDA for a combined 3 years during the transition to the Bush Administration and when the political CFOs resigned. Her duties involved accounting and reporting responsibilities for one of the most complex departments in the Federal Government with over \$120 billion in program funds, one-third of all federal non-tax debt, and \$95 billion in annual outlays.

Ms. Healy also had direct line responsibility for NFC, a government-wide fee for service entity. NFC annually processed \$55 billion in payroll disbursements for approximately 565,000 Federal employees (one-third of the Federal civilian workforce), billed and collected approximately \$1.4 billion in employee indebtedness, and reconciled timely two million Federal health benefits records. When Hurricane Katrina devastated NFC in New Orleans, she successfully led the New Orleans organizations through complete deployment of their operations to 4 disaster recovery and continuity of operations (COOP) worksites. This included NFC and its government-wide payroll and human resources systems and operations; USDA's accounting and financial reporting operations; and USDA's financial and administrative systems. NFC did not miss a payroll and USDA met its obligation to deliver consolidated financial statements to OMB by November 15, albeit from a COOP site, 75 days after the hurricane fully disrupted operations. Working with colleagues throughout USDA, Ms. Healy also ensured that NFC employees, over 80 percent of whom lost part or all over their homes, were housed and cared for so they could continue their vital service to the federal government.

Prior to her move to USDA, Ms. Healy served as the National Director for the Systems and Accounting Standards Division (SASD) at the Internal Revenue Service (IRS), reporting to the Chief Financial Officer. As National Director, she managed five offices responsible for administrative accounting policies, standards and financial

reports, including the administrative financial statements; financial systems policies and procedures; travel management and relocation; office automation and data communications; and the development, implementation and maintenance of the IRS' comprehensive financial management system.

Ms. Healy has successfully implemented enterprise-wide comprehensive financial management system at both USDA and the IRS.

Ms. Healy is an Executive Consultant, CGI Initiative for Collaborative Government.



***Lee Holcomb***  
***CIO SAGE***

Mr. Holcomb served as Chief Technology Officer for the Department of Homeland Security. In that role, he led the development of the Homeland Security Enterprise Architecture including the initial foundation for the merger of 22 Federal agencies to form the Department of Homeland Security. Before that, Holcomb was Chief Information Officer for the National Aeronautics and Space Administration. While there he led the implementation of the Outsourcing Desktop Initiative for NASA, an agency-wide desktop computing outsourcing involving 30,000 computers to achieve lower cost, increased interoperability and improved service delivery.

Holcomb holds a Bachelor of Science degree from the University of California at Los Angeles, a Master of Science in mechanical engineering from California Institute of Technology, and an MBA from Massachusetts Institute of Technology Sloan School of Management.

As Vice President of Strategic Initiatives, Lee Holcomb leads the Lockheed Martin Center for Cyber Security Innovation (CCSI) and manages technology solution development, process excellence and talent development. In this capacity, Holcomb shapes technology initiatives with a significant focus on strategic research and development. Previously Holcomb served as Vice President of Advanced Solutions for Lockheed Martin Business Process Solutions, where he supported program managers in identifying competitive solutions and utilizing state of the art technology to bring best value to Lockheed Martin customers.



***Matthew Morris***  
***President and Senior Earned Value Consultant***  
***Project and Program Management Solutions, International***

Mr. Morris is the President and a Senior Earned Value Consultant for Project and Program Management Solutions, International (PPMS Int'l). In this role he provides Earned Value Management (EVM) subject matter expertise to government and contractor clients including design, implementation, and maintenance of ANSI/EIA 748 compliant EVM systems. He is an active member of the NDIA Program Management System Committee, PMI, and the Society of Cost Estimating and Analysis (SCEA). In addition to his frequent speaking and training engagements, Mr. Morris has lectured and taught project management at the graduate level at GWU and American University.

Prior to starting PPMS Int'l Mr. Morris was an IBM Certified Business Transformation Consultant and project manager with over 10 years of experience managing programs with EVMS requirements. In addition, he is a recognized Level 5 Public Sector Subject Matter Expert (SME) focusing on Earned Value Management (EVM), business process reengineering, strategy and change, and complex proposal management.

While working at IBM Mr. Morris successfully designed, implemented, and managed, an ANSI 748 compliant EVMS and Software Development Management Plan (SDMP) for the Centers for Medicaid and Medicare Services (CMS). Mr. Morris co-sponsored the project's CMMI Level 3 assessment activities and played multiple roles as the Plan Lead, Deputy Project Manager, Quality Assurance Manager, and Risk Manager. The EVMS and SDMP are currently in place and being used successfully to manage the project. They are the benchmark for additional work currently proposed by IBM at CMS and other government clients.

While a consultant with PPMS he led the implementation of the U.S. Office of Personnel Management's ANSI 748 EVMS including personally authoring the agency's EVM policy statement, system description, application guide, and desktop procedures. He is currently managing the agency's EVM Program Management Office (EVM PMO). In this role he independently analyzes and reports investment performance to the agency CIO, Investment Review Board (IRB), and Office of Management and Budget (OMB). Additionally, over the past few years he worked with multi-national organizations such as Siemens USA, EDS, and Unisys developing EVMS implementation plans to rollout earned value tools and processes enterprise-wide.

While working for the District of Columbia government, Mr. Morris teamed with the Army Corps of Engineers to apply EVM as a primary mechanism to resurrect the District's failing \$2.7b Capital Improvements Program. As a result of the management disciplines established under Mr. Morris' guidance, the District's bond rating increased from unrated to investment grade (bb+) in two years.



***John Murray***  
***Deputy CIO – Enterprise Solutions***  
***Department of Justice***

John Murray is the Deputy CIO – Enterprise Solutions at the Department of Justice since 2002.

He started his career as an IT Consultant with Andersen Consulting (Accenture), progressing from entry level to group partner in the commercial consulting practice. He also served as CIO and Senior Vice President of Architecture and Construction at Marriot International from 1988-1997 before going into private practice.



***Dominic Sale***  
***Portfolio Manager, Office of E-Government and Information***  
***Technology***  
***Office of Management and Budget***

Dominic Sale joined OMB's Office of E-Government and Information Technology in 2008 as a portfolio manager for several E-Gov initiatives. At OMB, Dominic oversees IT transparency initiatives such as USAspending and the IT Dashboard, as well as IT portfolios for national security agencies.

Prior to arriving at OMB, Dominic began his Federal career as a program analyst in the OCIO at the Department of Transportation, where he had previously been an enterprise architecture consultant with BAE Systems. As a contractor at both BAE and BearingPoint, Dominic managed EA, capital planning and security initiatives at DOL, NLRB, FDA, and Census. He has also worked on a variety of federal programs, including projects at IRS, US Postal Service, US Mint, US Patent and Trademark Office, and the National Park Service.



***John Teeter***  
***Deputy Chief Information Officer***  
***Department of Health and Human Services***

John Teeter is the Deputy Chief Information Officer and former Chief Enterprise Architect for the U.S. Department of Health and Human Services (HHS). In this role, he is responsible for all aspects of information resources management including several enterprise programs which include information technology strategic planning and performance management, information technology capital planning and investment control, enterprise security, information technology project management and the development, maintenance and use of the HHS enterprise architecture.

John has served HHS for over 27 years in various capacities. He has held many positions in the areas of information technology project and program management but has focused his attention for the last several years on enterprise information resources management programs and enterprise architecture endeavors.

He began his career at the Social Security Administration (SSA), followed by work at both the Centers for Medicare and Medicaid Services (CMS) and the Centers for Disease Control and Prevention (CDC), where he was the CDC Chief Enterprise Architect. John's degree in biology, coupled with his study and experience in information technology, have allowed him to serve effectively in support of the health-related goals of HHS and as a participant in the broader Federal information technology community.

***Adrienne Walker***  
***Capital Planning and Investment Control (CPIC) Policy Lead, Office of Management and Budget***

Adrienne Walker currently serves as the Capital Planning and Investment Control (CPIC) Policy lead in the E-Government Office, of the Office of Management and Budget. Her work includes issuing annual Circular A-11 guidance for exhibits 53 and 300 and formulating the concept of operations for the Federal IT Dashboard; most recently institutionalizing the TechStat Sessions that enforce accountability and improve performance of Federal IT investments.

Mrs. Walker's career began formulating business cases for hospital facility planning based on market projections to support revenue cycle improvement. She transitioned to analyzing hospital billing and collections business processes and IT systems determining how reengineering with people, process and technology in mind could drive improved performance and increase revenue.

Mrs. Walker's Federal career began at the Department of Veterans Affairs, Health Administration (VHA), ultimately serving as the Enterprise Manager for Management and Financial Systems (MFS) where her role was to evaluate and facilitate the prioritization of MFS business requirements for VHA. During that time she earned her Project Management Professional (PMP) certification and Master's Certificate in requirements analysis. She transitioned to the Department of Housing and Urban Development where she was responsible for the Select and Evaluate phases of CPIC and conducting training in various project planning disciplines. Mrs. Walker's process redesign of Post-Implementation Reviews received high recognition from GAO for its quality and value to the Department.

Adrienne Walker is a proud alumnus of both Georgetown University and the University of Michigan. She and her family reside in Upper Marlboro, MD.