

Steven W. Smith

2206 Sand Creek Ct., Arlington, Texas 76006 steve@swsmith.com
Home (817) 640-0837 Cell (817) 235-7978 http://www.swsmith.com

Chief Information Officer and Vice President for Information Technology Executive

High-energy, passionate, executive offering a comprehensive 20+ year track record of success to champion and leverage business acumen with technology. Recognized ability to incorporate innovative management techniques that result in enhanced business to IT practices, development of project management and proven success in using technology to drive revenue optimization, business development and strategic planning capabilities.

Executive Leadership Competencies

- ★ Software Development
- ★ Project Management
- ★ Strategic Planning
- ★ Project Mgt & Development methodology
- ★ IT Governance / Portfolio Mgt
- ★ Global off-shore Development
- ★ P&L Management / Improvement

Qualified Successes

- ✓ Lead enterprise wide cross-functional technology and business process teams challenged to achieve goals of 20% business improvement and 35% budget reduction for a Fortune 50 company
- ✓ Identified and improve customer satisfaction by more than 60% through product and service delivery.
- ✓ Expert building productive cost reduction outsourcing relationships across Latin and South America and Asia.
- ✓ Reduced IT budget to less than industry standard percent of revenue while increasing customer satisfaction.

PROFESSIONAL EXPERIENCE

SWS & Associates

September 2003 to present

Direct professional service customer delivery practice, manage operations and P&L management for this professional services company. Responsibilities included establishing IT and business performance indicators, security improvements, and cost reduction programs for the CIO practice delivery. Traveled extensively across Asia to form strategic alliances with vendors and served as Principal for strategic CIO customer engagements.

Selected Personal Achievements:

Director of global program and project management

NTT Communications Security

Engaged as the Director of global program and project management. Responsible for the establishment of global programs and project management office including all processes, methodology, hiring and management of project managers, establishment of all reporting structures to management and development of budgets. Develop and establish all processes for the security product development organization including; product development methodology, application development methodology, implementation processes and change management methodology. Responsible for the end-to-end portfolio of projects from initial proposal through completion, to provide Integralis customers with innovative security products, high quality professional services solutions to focus on their security business needs. Build and managed the project teams, schedule assignments, monitored and reviewed deliverables of project teams to ensure successful delivery and implementation of products.

CIO

Mental Health and Mental Retardation of Tarrant County

Engaged as Interim CIO to lead the full audit and review of all IT functions, processes and procedures review all current projects and find replacement CIO for the 95 million dollar health services agency. Responsible for all agency Information Technology services including; security, data center operations, HIPPA Compliance, software development, departmental budget and expenditures. After completion of audit compiled recommendation of needed strategic improvements and presented to the CEO and Board of Directors.

- Develop and design \$10 million dollar project to build first of its kind software systems to fully automate health care and medical records to a paperless environment.
- Introduce and effectively integrate new technology and a complete redesign of the architecture for internet services to allow for the collection of donations.
- Located and recommended the new CIO to the CEO and Board of Directors.

Chief Project Officer / CIO Janco Associates, NTT Communications Japan/EDS project

Engaged as Chief Project Officer to manage all business and operational activities of this \$175 million dollar, international, multi-year systems integration and software development project. Engaged to serve as acting CIO for all data center business processes development, security and US Sarbanes-Oxley compliance. Responsibilities also included management of Janco Associates project P&L, team management of project in the US.

Manage all business and contract relations between NTT Communications of Japan and EDS for the first phase of a of this revenue sharing partnership focused on the design, construction and implementation of an un-paralleled data center management solution and products for a virtual on demand data center.

Solely responsible for the US software development and systems integration effort incorporating a 25 person international technical team, 15 person process team, 5 person Siebel ERP implementation, Opsware for systems management, Micro Muse for network management and utilizing Agile for custom software development and implementation. These systems and products allowed clients a 100% SLA with more than 1000 servers online and the product was EBITA and cash flow positive in 10 months after going live.

Verio

CIO / Vice President Software Development

January 2000 - August 2003

Created competitive business advantages through the implementation of IT Governance, adoption of standards, development of cutting-edge technologies, software development re-engineering, and effective and innovative IT management for this \$2 Billion Dollar company. Developed and deployed a professional services model servicing 40 offices and 9 data centers in the US, Japan, and Europe increasing revenue by \$15 million dollars. Directed a business and IT re-engineering through change management of the software development team implemented an IT Governance model aligning IT to the business, completed a transformation of software applications and data center operations, introduced a Q/A model, redesigned network and telecom operations, and introduced portfolio management.

Developed and implemented operational and technical processes and procedures, methodologies, and served in the role of Corporate Security and Risk Management Officer meeting high compliance requirements critical to daily operations on a global level

- Developed and administered a \$60,000,000 budget. Managed 11 Directors and Department Managers with an overall staff of 632 employees and 250 contractors and reduced overall IT operating costs by 42% to achieve an industry-leading 3.7% of revenue spend. Reduced business applications from 152 to 58 over 2 years and guided IT staff through a significant company reorganization reducing staff by 65%.
- Implemented an India/China offshore development and testing model resulting in \$2,000,000 annual savings
- Personally developed a professional services model with Parent Company generating sales in excess of \$5,000,000 over a 2 year period for Verio.
- Directed and managed an \$112,000,000 Siebel ERP and PeopleSoft project made up of 48 staff members and 80 contractors. Implemented a PMO with 6 project managers, conducted contract negotiations, and managed Big 4 Company during the design, development and implementation of the project.

- Directed and negotiated the \$75,000,000 seven year Outsource of the Verio IT department as directed by NTT. Served as the focal point for both the due diligence and contract talks for this effort.

SABRE, Inc.

Vice President, Customer Delivery Major Airline Solutions Jan 1998 – Jan, 2000

Designed, developed and led the Major Airline Solutions Customer Account organization for this 2.5 Billion dollar company for engagement management and project delivery, business development, sales, core software and services that generated over \$50,000,000 of revenue annually.

Held full \$50,000,000 P&L responsibility, financial and accounting oversight, scheduling and managing delivery of services in a highly mixed matrix organization staffed by a wide range of top professionals. Increase customer satisfaction by 23% in the delivery of software products and implementation services to the major airlines by the consistent utilization of standard project management methodologies, tools and processes. Reduced accounts receivable from \$12,000,000 over 90 days to zero payables over 30 days over a two year period. Increased sales by 27% and reduced project over runs to zero. Developed and improved business plans, managed business economics and HR functions, team building and maintained highly profitable client relationships

AT&T / NCR

Partner, America's Project Management & Risk Management

Jun 1993 - Jan1998

Partner of Professional Services Project Management within the company's Global Business Units.

- Developed, implemented and managed the Professional Services Program Management unit. Managed 75 project managers at 86% utilization, managing over \$200,000,000 in projects, in three major vertical markets including Financial, Retail and Government. Key accomplishments included development of a project management engagement model and creation of project budget process to be included in sales process.
- Designed, implemented and managed the AT&T GIS Corporate Risk Management Team. Developed and implemented bid/no bid evaluation parameters for all customer bids over \$200K.

Previous positions include:

CIO - CRTs Inc.; Senior Program Manager – Accounting Systems Inc Director- C/CJIS
Information Systems Project, Milwaukee County; Manager, Senior Consultant – P.S.S. Inc.,
Air Traffic Control Specialist - FAA

Honorable Discharge USAF

LEARNING CREDENTIALS

BACHELOR OF SCIENCE – COMPUTER SCIENCE EQUIVALENT

Veterans Administration Program, American Council on Education

ASSOCIATES DEGREE – APPLIED ENGINEERING

Iowa Central College

Additional courses include: Continuing Education, MIT's Sloan School of Management