Gary Nacht, PMP, CSM

Washington, DC · Gary_Nacht@CuroStrategies.com

Senior Technical IT Director/Program/Project Management Specialist

Highly qualified 20yrs+ IT professional with expertise in managing and directing cloud, private cloud, and non-cloud solutions. Experience includes strategic planning, staff allocation, resource procurement, senior management communication, project and program budget management, risk management, vendor management, account management, roadmap implementation, and planning for multi-site disaster and business recovery scenarios.

▶ Achieved positive return on investment through the on time and under budget execution of a multi-year, multi-million dollar program that was composed of four projects that included, buy versus build analysis, platform changes, many maintenance releases, and significant disaster recovery capabilities.

Responsible for long-term strategic vision and direction of IT systems in buy versus build decisions, including vendor selection and coordination with procurement, legal, and infrastructure groups.

▶ Consistently delivered IT solutions to maximize performance, optimize scalability, and achieve business continuity while capturing human capital and production cost savings.

Thought leader charged with aligning technology strategies with corporate initiatives, driving force behind enterprise-level initiatives, and strategist responsible for technical direction of multiple domains.

▶ Repeatedly selected to participate in corporate "think tanks" to introduce process re-engineering improvements and enterprise-wide cost reductions. History of leadership coaching and management team mentoring.

Areas of Expertise

IT Strategy & Roadmap Development	Leadership and Mentoring
Program and Project Execution	Software Compliance & Controls
Enterprise Architecture Alignment	Productivity & Efficiency Improvements
Agile, Scrum, XP, Waterfall, RUP Methodologies	Custom Case Management Software Development
Vendor Management & Contract Negotiations	Corporate & Startup Cultures
Business Continuity & Process Transformation	Verbal and Written Communication

Recent Professional Experience

Technical Program Management Consultant,
Incapsulate, LLC
Washington, DC (July 2011 – Present)

Managing software technology projects at Washington DC Public Schools, the Office of the State Superintendent of Education, VeriSign and CDG Interactive. Program level responsibilities include: client engagement, hybrid agile/waterfall methodology development, establishing process controls, budget management, staffing, resource allocation, and business development. Project level responsibilities include: performing Scrum Master and Project Manager roles, creating and managing project management plans that include schedule, scope, issues, risks, and financial management. Executing other project management fundamentals.

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Executive Technology Consultant – Digital Strategy,
TestTakerOnline.com,
Washington, DC (2010 – Present)

Assisted the executive team in drafting and maturing the strategy and roadmap for the cloud-based SAAS (software as a service) offering. Provided oversight in weekly management meetings regarding production releases, feature prioritization, and operational issues. Streamlined operational support procedures. Provided analysis and recommendations to improve the user experience. Supported licensing and contract negotiations with third parties for site intellectual property.

IT Director, Capital Markets
Fannie Mae,
Washington, DC (1997 – 2010)

Held various positions throughout tenure: IT Director (2007–2010), Project/Sr. Project Manager (2001–2006), and Senior Developer (1997–2001). Managed 50+ highly visible, priority Capital Markets projects using the corporate private cloud environment which included integration with multiple internal business lines as well as external systems. The private cloud environment was composed of three data centers with different levels of capability. Project management responsibilities included: extending technical solutions to perform optimally as one seamless solution; conducting regularly scheduled performance and regression testing; and deploying successive releases to address enhancements and changes to the corporate IT platform (e.g. upgrades to Oracle, Sybase, Solaris, and advances in service oriented architecture solutions)

Selected Projects at Fannie Mae

- Directed a 3-year, multi-tiered $12 million project to replace Securities and Cash Management systems for the movement of over $1 trillion per month in cash and securities; software ran across 3 locations with failover capabilities at each site.
    - Led the team responsible for researching whether to buy versus build and for completing the ensuing RFP process — selected, negotiated, and secured Global PayPlus vendor package to process Fannie Mae's wires.
    - Replaced the legacy Cash Forecasting system used to monitor the organization's solvency. Improvements included: enhanced real-time data integrity through improved interfaces with feeder systems, significant improvements to the display layer, flexible reporting, and added a dynamic cash forecasting window.
    - Leveraged SOA principles in line with enterprise architecture recommendations to build a securities processing system and a wiring instructions service for use by multiple business lines. These systems resulted in increased business side efficiency by improving straight through processing capabilities (i.e. significantly reduced human interaction).
    - Interacted with the Federal Reserve's pre-defined interface; successfully passing a variety of failover scenarios on a quarterly basis.

- Asset Pricing Systems for Capital Markets Division
    - Leveraged SOA principles to build a system that assigned a market price to mortgage related securities using a variety of pricing methodologies. Other systems were able to request these prices through a hub and spoke approach to aid in the closing of the company's books.
    - Addressed risk and liability concerns by delivering a customized workflow; process met internal and external audit requirements.

- When Fannie Mae was asked to restate financials, split the team and leveraged what was already built to re-run pricing algorithms and the approval process for the previous four years.
- Led and executed initiative for a corporate financial data mart redesign to minimize processing times for terabytes of financial data. The redesign outcomes reduced the overall nightly run times from 8 hours to 1.5 hours.

- Asset and Liability Price Verification System for Finance Division
  - Overcame budget and schedule challenges and ramped up resources through managed services.
  - Built the Asset Price Verification system to serve as an audit capability over the prices established by the Capital Markets division. This was a regulator required function that introduced many time and technical challenges; all of which were met.

- Cash Pricing Engine
  - Took over ownership of this existing system in order to improve operations as well as rebuild the relationships between the business and technology teams. This system had to be fully functional every day to ensure accurate mortgage prices were shared with Fannie Mae's lender customers.

- Sarbanes-Oxley (SOX) Controls and Audits
  - Many of my systems provided data or processes that impacted the company's financial reporting. These systems had to adhere to rigorous controls and pass regular audits.

- Disaster and Business Recovery
  - Analyzed business processes, IT infrastructure, and continuity requirements to enable application recovery for a variety of disaster scenarios.
  - Successfully passed company-wide disaster testing for all participating systems.

Project Management and Leadership Experience at Fannie Mae

- Optimized team performance, promoted a team environment of shared ownership, and communicated business cases to gain stakeholder buy-in.
  - Hired technical staff, managers, led multi-disciplinary project teams, built productive relationships with development teams (Enterprise Architecture, Quality Assurance, Infrastructure, Production Support, and Corporate Audit), and built consensus through relationship building/mending.

- Defined project/program scope, defined budget and tracked variances, designed risk-mitigating strategies, and partnered with PMO to deliver projects/programs on time.
- Achieved a budget save of $1.5M through a multi-layered Capital Markets process re-engineering effort. This initiative eliminated redundant systems and out-dated technology, renegotiated and reduced a significant number of technology licenses, and eradicated duplicate billing errors.

Additional Professional Experience

- Senior Developer Consultant, COMSYS, Rockville, MD (1995 – 1997)
- Senior Software Consultant (PCI Consulting) FINRA (formerly NASD), Rockville, MD (1995 – 1995)
- Software Engineer Westinghouse Defense, Linthicum, MD (1988 – 1994)

Skills and Technologies

Management and Communication:
MS Project, MS Excel, MS Access, MS Word, MS SharePoint, MS Visio, MS Power Point, Google Docs, PivotalTracker, Skype

Design and Development Methodologies:
Agile, RUP, XP, UML, Scrum, Hybrid agile/waterfall

Scripting and Programming Languages:
HTML, Visual Basic, COBOL, Java, JavaScript, ASP, JSP, JSF, Unix Shell Scripting, Ruby on Rails

Programming Tools:
Visual Studio

Web/Cloud Technologies
Google Docs, CodeSherpas, MochaHost, Facebook, Amazon Web Services

Reporting and Businesss Intelligence:
Tableau, BOXI, Crystal Reports, MS Access, Ms Excel

Messaging Protocols
XML, WSDL, JMS, WebLogic JMS, MQ API, TIBCO EMS, TIBCO RV

Access Software:
SiteMinder, Microsoft Active Directory

Databases and Packages:
SQL Server, Oracle, Sybase, Access, QuickBase, MySQL

Operating Systems:
UNIX, LINUX, Windows, HP Non-Stop (previously Tandem's OS)

Code Management:
Visual SourceSafe, CVS, ClearCase, PVCS, GitHub

Test Management/Continuous Integration:
Mercury Quality Center, LoadRunner, Jenkins

Education, Certifications, and Accomplishments

- BS – Information Systems Management - University of Maryland Baltimore County (May 1988)
- PMP - Project Management Professional Certification by PMI
- CSM - Certified Scrum Master by Scrum Alliance
- Courses in Cloud Computing Essentials and Search Engine Optimization (SEO)
- 2006 Top 20% Fannie Mae Performer – selected from a pool of 4000+ employees
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- 2008 Selected to Fannie Mae's CEO Fellows Program from a pool of 400+ managerial candidates
- 2009 Top 20% Fannie Mae Performer – selected from a pool of 4000+ employees
- 2010 Top 20% Fannie Mae Performer – selected from a pool of 4000+ employees