

# Dan Smith

## Curriculum Vitae

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## Summary of Experience

With over 30 years of consulting, technology leadership, and project management experience, I have successfully navigated a diverse range of industries and technologies. Industry experience includes healthcare, consumer product goods, financial services, government, insurance services, utilities/energy, retail, and aviation. In addition to being a Chief Information Officer and having top-tier global consulting firm experience, my consulting portfolio boasts over 60 clients and 500+ projects, with investments exceeding \$300 million, many of which were delivered through three Project Management Offices (PMOs) I directly managed. Client consulting engagements have involved small privately held companies up to publicly traded Fortune 50 organizations. My portfolio includes projects of all sizes, from small-scale initiatives involving a few thousand dollars to large, technically complex programs with investments of up to \$50 million.

## Education

### GEORGIA INSTITUTE OF TECHNOLOGY, ATLANTA, GEORGIA:

M.S. Management of Technology

B.S. Industrial Management

Varsity Football Letterwinner – 3 years

## Employment

JULY 2014 – PRESENT

### Managing Principal | BCS Consulting, Inc. | Marietta, Georgia

Founder and Principal of an Information Technology consulting firm providing hands-on program design and delivery from strategic and tactical oversight perspectives. Assist small and large organizations in dealing with technology program/project management, IT-related business process assessments, and diverse IT assets common to business today to maximize IT investments and employee productivity. The focus is on capturing complete information about client needs, simplifying IT through visualization, short/long-term roadmap development, and end-to-end program management.

JANUARY 2020 – DECEMBER 2020

### Vice President, Project Management | BioIQ | Atlanta, Georgia

Hired as Independent Consultant to set up PMO for this healthcare quality care gap closure company, then accepted permanent equity position. BioIQ leverages analytics, real-time omni-channel engagement, and an extensive ecosystem of partners to provide a comprehensive view of individuals' healthcare journeys for better healthcare decisions and outcomes.

Partnered with internal teams as leader of programs to plan, scope, and manage for the highest quality client, experience, and results and monitored project processes/operations for time and resource efficiency, costs, and process improvement.

JANUARY 2016 – APRIL 2017

**Leadership Partner | Gartner | Atlanta, Georgia**

Served as a trusted advisor, coach, mentor, educator, and seminar/workshop facilitator; consulted with public/private sector enterprise IT leaders globally on a wide range of IT concerns, including enterprise architecture, strategy, innovation, and digital transformation. Worked within the enterprise architecture practice (Gartner for Enterprise IT Leaders (EITL)), focused on knowledge transfer, thought leadership, and pragmatic strategic problem solving to drive innovation and transformative change. Delivered expert insight and guidance, helping global clientele to achieve their goals quickly, cost-effectively, and successfully.

AUGUST 2013 – JULY 2014

**Managing Consultant | Cagemini Consulting | Atlanta, Georgia**

Chartered as a Technology Transformation Managing Consultant by a leading consulting, technology, and outsourcing services provider to lead efforts to help clients transform and perform via technology. Worked closely with clients to provide best-in-class strategy and management consulting. Played a crucial role in strategic business realignment within a global beverage company related to the re-franchising of bottler operations that necessitated a redefinition of applications and systems necessary to support restructuring.

MARCH 2011 – AUGUST 2013

**Principal Consultant | Pyramid Consulting | Atlanta, Georgia**

Recruited to a global provider of IT services, lifecycle IT solutions, and IT staff augmentation services in the U.S., UK, and India with clientele including 20+ Fortune 1000 and Global 500 companies. Principal technology strategy consulting resource, business development and service delivery executive, and developer of market-differentiating tools used for the complete engagement cycle. Provided high-level deliverables for IT Operations Effectiveness/Readiness Assessments, Corporate IT Strategy/Technology Roadmap Development, and Program/Project Design and Delivery of Technology Strategy Roadmap Recommendations.

MAY 2008 – MARCH 2011

**Chief Information Officer | City of Atlanta | Atlanta, Georgia**

Recruited to lead 35% FY08-FY09 budget and headcount reduction for 10-division Department of Information Technology while coordinating all technology-related product/service delivery activities. Responsibility expanded to \$46.6M consolidated IT operation with 208 staff serving all three departments (\$1.6B revenue, including watershed operations/world's largest airport). Systems and Programming for all systems (including ERP, mission-critical applications), Mainframe/Server Administration and Support, Help Desk, Network Management/Support, Telecommunications Support, and Business Strategic Services (PMO/Change Management). Led development of IT strategic vision and fast-track implementation of programs and initiatives, including \$48M ERP implementation, increasing service levels, system reliability, and project delivery while enhancing culture, morale, and DIT reputation. Selected as 2010 Georgia CIO of the Year nominee in recognition of high-profile accomplishments and featured in March 2011 Atlanta Trend write-up.

DECEMBER 2001 – MAY 2008

**Vice President, IT Professional Services | Matria Healthcare | Atlanta, Georgia**

Created and managed the IT Professional Services organization as a single-source destination for technology implementation guidance and best practices targeting maximum ROI and service internally and for Matria's clients. Reporting to the CIO, the scope included Technical Account Management, IT Financial Operations, and Technical Integration (client configuration and setup of all internal clinical systems and client-facing internet web portal applications). I served as

a single voice and resource for the IT organization while continuing to manage the Technology Project Management Office, 130+ project portfolio, and leading IT through strategic integration, which began in 2006 in support of 3 acquisitions and two divestitures.

MARCH 2000 –DECEMBER 2001

**Chief Operating Officer | MRxonline | Atlanta, Georgia**

Start-up marketing proprietary MedbillRx product, the first fully Web-based practice management system under the Application Service Provider (ASP) model. Sold business-to-business to physician's offices through a network of practice management solution providers and, as a member of senior management and the Board of Directors, held full P&L responsibility for establishing/directing operations, including funding, staffing/training, customer support, facilities, product documentation, internal systems, and human resources.

JANUARY 1999 – MARCH 2000

**Manager | Deloitte Consulting | Atlanta, Georgia**

Technical project management and business development within the Enterprise Application Integration (EAI) group of Deloitte Consulting. The primary focus is on large-scale CRM and marketing automation projects. Starwood Resorts, based in White Plains, New York, led multiple interrelated CRM projects for parent organization of hotel chains, including Sheraton, Westin, and Four Seasons, targeting fundamental changes in IT/marketing functions to manage customer relationships better and increase marketing ROI. For Telecom Italia in Rome, Italy, led a multinational team of Deloitte, client, and vendor personnel in the Campaign Management portion of a \$60 million project targeting significant improvements in customer care and sales force automation systems, delivering on the 3-month fast-track.

1987 – JANUARY 1999

**Division Vice President, Information Systems Support | National Data Corporation (McKesson) | Atlanta, Georgia**

12-year career with \$700+ million international provider of information services to health care and payment systems markets distinguished by award-winning performance in IT operation turnarounds, complex system and technology migrations and implementations, Y2K testing/compliance, and development/implementation of enterprise-wide policies, procedures, and IT strategies. Reported to CTO of \$100 million IS operation with responsibility for a \$4 million budget and staff of 10 direct/50 indirect reports providing support to and ensuring reliability and performance of all internal information systems including WAN/LAN, e-mail, Intranet sites, and help desk systems. Accountable for 13 Novell LANs, system security/virus protection, Y2K testing/compliance, technology migrations, expense control, and conversion/migration/integration of legacy systems (23+ acquisitions in 2 years).

1985 – 1987

**Assistant Director of Operations | First Health | Atlanta, Georgia**

\$30 million national healthcare data processing service provider. Managed a \$2 million budget/staff of 80 at Atlanta data processing center, Medicaid fiscal agent for Georgia processing 10 million claims/\$800 million in payments annually. Turned around start-up operation, reduced costs by \$2.2 million, and exceeded all performance criteria within six months by establishing productivity/efficiency measures, eliminating redundancies, consolidating, and reducing headcount by 50%.

1983 –1985

**Manager Reservations & Telephone Sales | Air Atlanta | Atlanta, Georgia**

Played a key role in the launch of a passenger airline, selected/designed reservation facility, recruited/trained staff of 50, controlled a \$1 million budget, and oversaw data/telecom engineering and database development.

1974 – 1983

**Ramp Service Supervisor | Eastern Airlines | Atlanta, Georgia**

Fast-track advancement from Airport Agent to Ramp Service Supervisor. Highlights include managing a \$30 million computerized baggage sorting system, implementing a reservation center, and leading a phone sales team to generate \$170,000+ per day in revenues.

## Project/Program/PMO Management Consulting Experience

#	<u>Client/Employer</u>	<u>Year</u>	<u>Industry Served</u>	<u>Project Type</u>	<u>Technology Type/Service</u>
1	<b>ADP</b>	2016	Financial Services	Enterprise Architecture Consulting	Technology Advisory Services
2	<b>Aflac (Communicorp)</b>	2013	Insurance Services	Project Management	Software Development
3	<b>Air Atlanta</b>	1983	Aviation	Project Management	Telecom & Customer Relationship Management
4	<b>ALFA Mutual Insurance</b>	2016	Insurance Services	Enterprise Architecture Consulting	Technology Advisory Services
5	<b>Alogent/Profit Stars</b>	2012	Financial Services	Project Management	Mobile Software Development
6	<b>American Airlines</b>	2016	Aviation	Enterprise Architecture Consulting	Technology Advisory Services
7	<b>American Student Assistance</b>	2016	Financial Services	Enterprise Architecture Consulting	Technology Advisory Services
8	<b>Archer Daniels Midland</b>	2016	Insurance Services	Enterprise Architecture Consulting	Technology Advisory Services
9	<b>AstraZeneca</b>	2013	Healthcare	Design Thinking Facilitation	Technology Advisory Services
10	<b>Auto Trader</b>	2012	Online Market Place	IT Strategy Consulting	Mobile Software Development
11	<b>Bank of America</b>	2016	Financial Services	Enterprise Architecture Consulting	Technology Advisory Services
12	<b>Bean Suntory</b>	2016	Consumer Product Goods	Enterprise Architecture Consulting	Technology Advisory Services
13	<b>BioIQ</b>	2020	Healthcare	PMO Management	Project Management Systems
14	<b>Blue Cross / Blue Shield of TN</b>	2016	Healthcare	Enterprise Architecture Consulting	Technology Advisory Services
15	<b>Celsior Consulting</b>	2023	Technology Consulting	PMO Consulting	Project Management Procedures / Systems
16	<b>Cisco</b>	2014	High Tech	Design Thinking Facilitation	Technology Advisory Services
17	<b>City of Atlanta</b>	2008-2011	Government	PMO Management	Project Management Systems
18	<b>City of Atlanta</b>	2010	Government	Project Management	Public Safety Video Surveillance
19	<b>City of Atlanta</b>	2011	Government	IT Strategy Development	Municipal Government IT Strategy
20	<b>City of Atlanta</b>	2009	Government	Program Management	Enterprise Resource Planning (Oracle ERP)
21	<b>Coca Cola Enterprises</b>	2013	Consumer Product Goods	Enterprise Architecture Consulting	Technology Advisory Services
22	<b>CUNA Mutual</b>	2016	Financial Services	Enterprise Architecture Consulting	Technology Advisory Services

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23	<b>Domera Development</b>	2024	Real Estate Development	IT Advisory Consulting	Project Management Systems
24	<b>EP Energy</b>	2016	Energy	Enterprise Architecture Consulting	Technology Advisory Services
25	<b>Exxon Mobil</b>	2014	Energy	Design Thinking Facilitation	Technology Advisory Services
26	<b>Exxon Mobil</b>	2016	Energy	Enterprise Architecture Consulting	Technology Advisory Services
27	<b>Fidelity Guaranty Life</b>	2012	Insurance Services	IT Strategy Consulting	Operational Needs Assessment
28	<b>Gold Max</b>	2012	Retail	IT Strategy Consulting	Operational Needs Assessment
29	<b>Halyard Health</b>	2016	Healthcare	Enterprise Architecture Consulting	Technology Advisory Services
30	<b>Home Depot</b>	2011	Retail	Project Management	Software QA Automation
31	<b>Home Depot</b>	2011	Retail	Program Management	Home Depot.COM Website Rebuild
32	<b>HydroChem</b>	2012	Energy	IT Strategy Consulting	Mobile Software Development
33	<b>Incomm</b>	2014	Financial Services	Project Management	Software Development
34	<b>JDC Corporation</b>	2023	Healthcare	Project Management	Software Development
35	<b>Johnson &amp; Johnson</b>	2016	Consumer Product Goods	Enterprise Architecture Consulting	Technology Advisory Services
36	<b>Kimberly Clark</b>	2016	Consumer Product Goods	Enterprise Architecture Consulting	Technology Advisory Services
37	<b>Managed Healthcare Associates</b>	2017	Healthcare	Enterprise Architecture Consulting	Technology Advisory Services
38	<b>Marriott (Starwood Resorts)</b>	2000	Hospitality	IT Strategy Consulting	Enterprise Data Warehouse (EDW)
39	<b>Matria Healthcare</b>	2004-2008	Healthcare	PMO Management	Project Management Systems
40	<b>Matria Healthcare</b>	2001	Healthcare	Project Management	Customer Relationship Management (CRM)
41	<b>Mayo Clinic</b>	2017	Healthcare	Enterprise Architecture Consulting	Technology Advisory Services
42	<b>McKesson (National Data Corporation)</b>	1998	Healthcare	Project Management	Customer Relationship Management (CRM)
43	<b>McKesson (National Data Corporation)</b>	1998	Healthcare	Project Management	Enterprise Data Warehouse (EDW)
44	<b>McKesson (National Data Corporation)</b>	1995	Healthcare	Project Management	Claims Processing / Network Technology
45	<b>Miami-Dade County Government</b>	2017	Government	Enterprise Architecture Consulting	Technology Advisory Services
46	<b>Mimedx</b>	2013	Healthcare	IT Strategy Consulting	Operational Needs Assessment
47	<b>Mylan</b>	2017	Pharmaceuticals	Enterprise Architecture Consulting	Technology Advisory Services
48	<b>New York City Health and Hospitals</b>	2017	Healthcare	Enterprise Architecture Consulting	Technology Advisory Services
49	<b>New York State Insurance Fund</b>	2017	Insurance Services	Enterprise Architecture Consulting	Technology Advisory Services
50	<b>Northern Trust</b>	2017	Financial Services	Enterprise Architecture Consulting	Technology Advisory Services

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51	<b>OneGAS</b>	2017	Utilities	Enterprise Architecture Consulting	Technology Advisory Services
52	<b>OneOK</b>	2017	Utilities	Enterprise Architecture Consulting	Technology Advisory Services
53	<b>Penn State</b>	2017	Higher Education	Enterprise Architecture Consulting	Technology Advisory Services
54	<b>Rolex</b>	2017	Luxury Watch Making	Enterprise Architecture Consulting	Technology Advisory Services
55	<b>Royal Bank of Canada</b>	2017	Financial Services	Enterprise Architecture Consulting	Technology Advisory Services
56	<b>Southern Company</b>	2017	Utilities	Enterprise Architecture Consulting	Technology Advisory Services
57	<b>Southern Glazer Wine &amp; Spirits</b>	2020	Consumer Product Goods	Program Management	Cybersecurity Technologies
58	<b>Southern Glazer Wine &amp; Spirits</b>	2019	Consumer Product Goods	Program Management	Infrastructure Consolidation
59	<b>Southern Wine &amp; Spirits</b>	2013	Consumer Product Goods	IT Strategy Consulting	Enterprise Data Warehouse / Master Data Management
60	<b>State of Arkansas</b>	2017	Government	Enterprise Architecture Consulting	Technology Advisory Services
61	<b>Telecom Italia</b>	1999	Telecom	Project Management	Customer Relationship Management (CRM)
62	<b>Texas Department of State Health Services</b>	2017	Healthcare	Enterprise Architecture Consulting	Technology Advisory Services
63	<b>Texas Department of Transportation</b>	2017	Government	Enterprise Architecture Consulting	Technology Advisory Services
64	<b>Texas Health &amp; Human Services Commission</b>	2017	Healthcare	Enterprise Architecture Consulting	Technology Advisory Services
65	<b>The Persium Group</b>	2024	Financial Services	Project Management	Project Management Systems
66	<b>Tyson Foods</b>	2017	Consumer Product Goods	Enterprise Architecture Consulting	Technology Advisory Services
67	<b>Vistra Energy</b>	2016	Utilities	Enterprise Architecture Consulting	Technology Advisory Services
68	<b>W.M. Barr</b>	2024	Consumer Product Goods	PMO Consulting	Project Management Systems
69	<b>Weil Cornell Medical</b>	2017	Healthcare	Enterprise Architecture Consulting	Technology Advisory Services
70	<b>Westar Energy</b>	2017	Utilities	Enterprise Architecture Consulting	Technology Advisory Services

## Whitepaper Publications

DISCOVERING STRATEGIC DIRECTION THROUGH EFFECTIVE INTERVIEW DESIGN

BEWARE THE CONSULTANT – A BETTER WAY TO SELECT THE RIGHT PROJECT MANAGEMENT SYSTEM

HANDS-ON PROGRAM MANAGEMENT – AN UNORTHODOX APPROACH

A ROADMAP FOR RANSOMWARE RECOVERY PLANNING

VISUALIZING YOUR ENTERPRISE’S STRATEGIC SYSTEMS AT A GLANCE

## Academic Positions/Honors

ADJUNCT PROFESSOR, COMPUTER SCIENCES, KENNESAW STATE UNIVERSITY, FALL 2012

GUEST LECTURER:

**Georgia Institute of Technology**  
**Penn State World Campus**  
**Kennesaw State University**  
**Project Management Institute**

SELECTED AS 2010 GEORGIA CIO OF THE YEAR NOMINEE