TARA E. SANTMIRE
CAL II, CSM, PMP

703.304.7743 ▪ tara@tarasantmire.net
http://www.tarasantmire.net
http://www.linkedin.com/in/santmire
16940 Old Frederick Rd ▪ Mt Airy, MD 21771

SENIOR AGILE TECHNOLOGY & OPERATIONS PROFESSIONAL
Agile Business Information Technologist & Growth Partner

Collaborative business strategist, technical innovator, and utility player adept at integrating IT solutions to achieve corporate goals, improve profitability, accelerate team performance, and drive market share increases. Proven ability to use agile methodologies in both operational and technical areas to achieve business agility and improve bottom line results. Experienced leader of virtual agile teams across continents and disciplines while improving velocity and collaboration. Practiced at moving teams and projects from failure to success and moving organizations to the next level of agility. Skilled at scaling technology to support rapid growth, increasing team efficiency using agile methodologies, reducing back-office costs, and delivering complex or time critical projects within budget and on schedule.

Offering a singular ability to understand the keystone nature of IT relevant to implementing organizational strategy, increasing profits, and achieving market dominance using the power of agile and lean concepts

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▪ **Certified Scrum Master | PMI-certified PMP | Certified Agile Leader II** ▪

Areas of Expertise:

- Agile Methodologies, Lean Mindset, and SDLC
- Virtual Teams and Collaboration
- Value Stream Management (VMO)
- PMO Creation /Management
- Portfolio, Program and Release Management
- Project Management and Project Life Cycle
- Organizational Change & Staff Development
- Technology Strategy, Architecture, Planning, and Operations
- Budget/Cost Analysis & Vendor Management
- Business Intelligence, Knowledge & Information Management

CAREER SYNOPSIS

FINRA – Rockville, MD
2020 to Present

Non-profit focused on the safety and security of the securities markets. FINRA is the primary regulator acting at the direction of the SEC.

Strategic Portfolio Manager

Improved on time on budget software delivery through improved transparency and processes for a software development portfolio over $110M per year and 500+ people – Decreased budget variance from 5% to 3%

- Built a Portfolio Management Practice from zero to a team of ten.
- Turned around a high visibility custom development project within revised budget and met a critical public deadline – improved internal business stakeholder sentiment
- Provided critical program management support for a $10M per year program while leading the search for a permanent program manager and performing my day job.
- Lead effort to improve financial reporting leading to a reduction in variances to budget and forecast and reducing the number of financial surprises for senior leadership – spending held to a less than 3% variance from budget
- Built new process for development of funding requests that improved the quality of funding requests and substantially reduced misunderstandings between IT and business on what would be built

Element Fleet Management – Baltimore, MD
2015 to 2020

Largest fleet management company in the United States. Multinational company operating in the US and Canada with overseas partners in multiple locations.

Agile Program Manager

Leading key transformation initiative to add major capabilities to customer facing web platform – driving lower costs ($1M per year savings) and increased revenue (.5M initial gain) (8 teams 3 continents)

- Saved $150K in development costs through innovative Agile contracting
- Gained business trust to increase team size from one team to 8 teams in less than a year and completed 11 successful deployments with no production defects
- Decreased variability in team velocity by 10% to improve predictability in delivery dates

Senior Project Manager

Heading Business Data Visualization Project 4 scrum teams across 3 continents – driving revenue increase from additional services – delivered 13 visualization widgets on time and within budget

- Servant Leader for architecture team and tech leads in developing a new reusable widget framework for data display and development of API infrastructure to support data visualization and integration of API with ForgeRock security
- Lead software development teams in API and widget development to successfully create 13 new data visualizations with complex drill down features (including development of new data architecture to improve performance)
- Lead cross-functional team in designing approach to move functionality from mainframe to modern architecture

Senior Consultant

Organized large-scale IT operations overhaul – to decrease vendor costs and consolidate technology space – successfully transitioned over 300 support functions within time constraints specified in contract.

- Provided Project Management Services for an overhaul and transition of all IT operations to a new service model
- Assisted in development of processes and technology selections for new service model
- Guided Revision of Service Now organization and usage

Directed Program of 3 projects and 8 scrum teams across 3 continents including greenfield development in big data, business intelligence and visualizations – projects delivered on time and within budget.

- Provide Project Management Services for Big Data and Analytics Projects using Cassandra/FiloDB, Kafka, Talend, MS SSRS, Python utilizing large offshore teams – using hybrid PMI and Agile techniques

Independent Consultant – Central Maryland   2013 to 2015

Focused on project, program, portfolio management and IT strategy evaluation and implementation with an emphasis on choice of management framework from Agile to Traditional.

Senior Consultant

Providing insights and actionable plans to decrease cost, increase velocity and improve revenue.

Using my experience in Professional Services, Software Development, and IT infrastructure across multiple industries (Financial, Geo-Spatial, Education) to
- Improved software development quality and delivery time (using Agile Methodologies such as Scrum and Kanban) (Tools Used: LeanKit, Jira, Rally)
- Drove Organizational Change to support a client driven focus on service, quality, and product – mentoring individuals and teams to levels of high performance through continuous improvement and self-organization
- Coached Scrum Masters in using agile techniques while coordinating with multiple other teams
- Evaluated IT strategy and Implementation of IT strategy for both client driven software development and internal IT infrastructure

National Security Partners – Annapolis Junction, MD   2012 to 2013

VC-funded professional services start-up focused on federal consulting, particularly within the intelligence community.

Chief Information Officer

Operated IT department at less than half industry standard budget per Gartner, Inc. (2-2.5% of revenue vs. industry standard of 6.9% of revenue).

Recruited by CEO (and former Serco SVP) to join senior leadership team accountable for corporate P&L. Created IT strategic plan and developed technical and information architectures to support functional business needs and drive strategic goals of firm created by VC-funded acquisitions. Used Agile Methodologies (Scrum, Kanban, Value Stream Mapping) to run IT operations and software development.
- Improved accuracy of financial forecast while cutting time-to-forecast by 50%.
- Kept new indirect hires at zero through efficiencies gained by IT systems.
- Provided IT due diligence over company's first acquisition and drove IT reorganization and cultural change.

KEY ACHIEVEMENTS PRIOR TO 2012

Serco NA / SI International – Washington, DC   2005 to 2012

Wholly owned subsidiary and North American division of $7B Serco Group PLC, a leading UK-based global services provider. Serco NA acquired SI International in 2008 to broaden its IT and professional services capabilities in North America and gain new federal government and DoD relationships.

Technical Support Manager | Intelligence Services Business Unit, Columbia, MD (2008 to 2012)

Rendered critical strategic and technical leadership on all aspects of IT for business unit, functioning as Chief of Staff and trusted internal adviser to senior leadership and technical liaison to corporate IT. Built information systems to gather, track, and report on information and documents and fill 200+ billets within 90 days.

System Delivery Manager | Application Development Business Unit, Reston, VA (2007 to 2008)

Spurred 15% increase in revenue and improved customer relations. Reorganized cross-functional technical team to improve utilization, fine-tuned assignments, and instituted weekly projections of needs.

Program Management Office Manager at The Office of the Comptroller of the Currency, Washington, DC | Consulting Business Unit (2005 to 2007)

Increased task order value 10-fold in first year by showing client how collaborative technology could improve software development PMO and business processes in its largest division

CIBER – Washington, DC   2003 to 2005

Global IT solutions provider subcontracting experienced consultants with proven technology expertise and world-class credentials.

Project Manager at CSC (F200 IT Service Provider and prime contractor, csc.com) / Client Engagement: Department of Homeland Security – Customs & Border Patrol) (2004 to 2005)

Increased revenue and profits. Delivered 3-fold increase in contract value in <1 year, grew project staff from 3 to 15, and increased number of supported applications from 3 to 7.

Application Development Manager at CSC (DHS – CBP) (2003 to 2004)

Engaged to support failing project manager on software development project while overseeing all database work, configuration management, QA, and training development – Software delivered on time and within budget.

BATES WHITE & BALLENTINE, LLC – Washington, DC   1999 to 2003

Privately held economic consultancy to law firms, F500 companies, and government agencies offering advanced economic, financial, and econometric analysis relevant to a wide range of industries and legal contexts.

Director of Information Services (2000 to 2003)

Challenged to stand up scalable corporate IT infrastructure to facilitate growth from 0 to $24MM in revenues and 5 to 150 employees and 4 locations in a 3-year period while fulfilling a variety of professional services contracts.

EDUCATION

PhD (ABD) / **Political Economy & International Relations** | UNIVERSITY OF MARYLAND

Master of Arts / International Political Psychology | UNIVERSITY OF DENVER

Bachelor of Arts / Economics | UNIVERSITY OF ROCHESTER

AFFILIATIONS

SCRUM ALLIANCE | PROJECT MANAGEMENT INSTITUTE | AGILE ALLIANCE

Comprehensive listings of previous experience, technical skills, professional development, speaking engagements, and publications available on line at www.tarasantmire.net.