**STEVE HIX**

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***2019 – Present – Veteran Innovation***

***Director, Program Management***

* Primary author for Presidio’s project management’s section of the Social Security’s Next Generation Telephony Project’s Proposal
* Developed six modules of instructional PowerPoint videos on how to write better proposals

***2011 – 2018 IRS, GS-15, (Retired) New Carrollton, Md***

***IRS Transition Project Manager, Enterprise Infrastructure Solutions (EIS)***

* Transition Manager for all IRS telecommunications services moving to the new GSA EIS contract
* Those services include, but will not be limited to; Treasury Network (TNet), the AT&T wide area network that services over 600 IRS locations, Equivalent Telecommunications (ETEL), all IRS SIP services and many voice and video circuits and lines, Toll Free Contact Center (TFCC) and all Local Service Agreements (LSAs) where the IRS has procured voice and video lines that service over 100 locations
* Authored the $7.7M EIS support contract that will provide support services for the IRS acquisitions of TFCC and LSAs and support the Treasury acquisition of TNet and ETEL from the EIS contract
* Developed the IRS EIS PMO structure, project management plan, risk plan and other PMO related documents and brief senior leadership every week on the progress
* Oversaw the development of the IRS LSA procurement package

***Program & Project Manager, Unified Communications***

* Managed a $150M+ project (Convergence) that converged voice over IP (VoIP), video & data for over 100,000 IRS employees and contractors onto a common IP based network using Cisco Unified Communications (CUCM) equipment
* Deployed quality of service to the desktop ensuring voice and video traffic received Class of Service 1 priority. This included routers, switches, voice gateways, cabling, CUCM, Cisco Unified Contact Center Express (UCCX), Unity Voicemail, Jabber, Cisco WebEx Management Server (CWMS), Informacast paging infrastructure, Session Initiation Protocol (SIP), Cisco Prime Collaboration Assurance (PCA), etc
* Responsible for overseeing the efforts of over 80 engineers, project managers and other support staff in 10 workstreams
* Led design sessions to develop the redundant and reliable architecture of CUCM, Unity and SIP ensuring the IRS had a reliable VoIP network that could grow as the needs also grew
* Installed and configured a number of switches, updated measures in Cisco’s PCA and ran reports for senior management, managed CWMS user accounts, troubleshot configuration issues, produced configuration and training information
* Government Task Manager of six contracts providing all levels of engineering, security, operations, training, communications, budget and project management support
* Authored over a dozen SOWs/PWS’, JOFOCs and cost estimates that supported both project and ongoing operational needs incorporating new Convergence Technologies valued at over $100M
* Authored separate project plans for Convergence (Unified Communications for 600 locations), Jabber & WebEx (Cloud & on premise), Organizational Design and Informacast and then executed the plans
* Provided strategic direction and planning for deploying myriad technologies to include; the Treasury WAN, WLAN, Cisco Jabber, WebEx and Informacast
* Briefed all IRS business units, collecting new requirements – result was a wide scale IRS acceptance of Convergence, Informacast, Jabber & WebEx ensuring funds will be available in the years to come

***Analyst***

* Identified assets (PBXs, key systems, servers, etc) that will be decommissioned as a result of spending $25M SI funds for Convergence – result of analysis was the requisition was approved
* Developed methodology and spreadsheet that identified the most cost effective Convergence technology to deploy at every IRS location
* Developed methodology for predicting savings at every location before the Convergence project affected them
* Performed analysis every month on capacity, availability, incident management and request fulfillment and distilled those results into an easy to understand report for senior EN management
* Performed myriad ad-hoc analysis on various initiatives – one on Chief Counsel (CC) resulted in a plan to move forward to collapse the CC network into MITS, resulting in an annual $2M savings on TNet costs

***Process Owner***

* EN process owner for ITIL Event Management and Service Asset and Configuration Management
* Authored the SOPs for both and facilitated monthly calls ensuring continuous process improvement

## ***2009 – 2011 Self Employed; IRS New Carrollton, Md***

***Project Manager, Analyst, Process Developer***

* Wrote seven standard operating procedures (SOPs) for managing and delivering data networks based on the Information Technology Infrastructure Library (ITIL) V3 Framework
* Developed the processes, then created monthly reports for Incident, Capacity, Availability and Request Fulfillment processes for Senior Enterprise Networks management
* Authored a project plan and schedule to integrate CC support personnel into EN operations to ensure CC networks are monitored and managed efficiently
* Developed monthly reports based on all (over 5,000) ITAMS tickets, analyzing trends and areas for improvement for network operations
* Authored the project plan and schedule to transition interbureau routing from the IRS to all other Treasury bureaus as a result of the TNet transition
* Participated in myriad network troubleshooting calls ensuring operations are restored ASAP
* Authored new Service Level Agreements with AT&T ensuring wide area network service meets IRS customer requirements
* Managed the ITAMS ticket queue for the Network Management Control Center, ensuring tickets are assigned ASAP and network disruptions are restored

## ***2009 ActioNet; Defense Information Systems Agency (DISA) Arlington, VA***

### **Deputy Program Manager/Transition Manager for DOT Contract**

* Responsible for the day-to-day operations of 91 engineers, service desk, network operations staff and project managers on DISA’s CORNet performance based partial managed service contract providing network connectivity for over 8,500 DISA staff at 38 locations worldwide
* Oversaw the development and delivery of all reports and contract deliverables
* Developed all position descriptions & ensured all positions were filled from 5 subcontractors
* Assisted with the transition effort for new IT Service Management contract at Department of Transportation

### **Process Development Manager**

* Developed Roadmap for IT service delivery and service management process maturity using ITILv3 Framework
* Created 17 Operating Level Agreements (OLAs) based on the ITIL Framework that identified and assigned accountability and responsibilities between Team ActioNet and the Government
* Oversaw development of all Standard Operating Procedures (SOPs) using ITIL Framework that detailed activities necessary to manage & deliver IT services – Authored 3 Incident Management SOPs.

## ***2005 – 2009 ITSolutions-LLC; IRS, SEC & OPM Silver Spring, MD***

### **Program Manager**

* Responsible for managing 35 project managers and network engineers on four contracts worth over $6M annually for all company Treasury and IRS operations. Also managed 2 project managers for the Securities and Exchange Commission contract.
* Interfaced and negotiated with IRS managers to identify requirements for new projects then worked with company resources to staff new positions with the right people. Managed all finances and spend plans.
* Provided oversight for all IRS projects to ensure coherency, elimination of duplication of efforts, and to ensure all artifacts are delivered on time. Ensured all employees had the right resources.

### **Strategic Planning Practice Area Manager**

* Defined company practice area for strategic planning from scratch. Developed an extensive brief, content for the website, case studies, processes, templates, white papers and more.

### **Project Manager**

* Responsible for managing myriad projects for IRS’ Telecommunications Division (Enterprise Networks (EN))

***Project Management Office (PMO)***

* Wrote a policies and procedures guide for Enterprise Networks to stand up their first ever Program Management Office. This guide spelled out the procedures for managing projects using MS Project Server. This guide also provided senior management with an automated dashboard that gave them complete transparency into all projects and a summary stoplight view of status.
* Established the structure, project governance processes, and project reporting procedures for the new Project Management Office at the Office of Personnel Management (OPM)
* Developed the framework and architecture for the on-line, real-time dashboard status for EN and OPM

***Telecommunications Projects***

* Wrote the business case for the IRS to manage the Treasury Network. This approved Center of Excellence ensured a more comprehensive management of the largest non-DoD network and saved $3.3M per year
* Wrote a business case to connect 172 IRS locations with alternative connectivity using their existing remote access software. Business case proved it was not cost effective and project was never implemented
* Wrote the Strategic Plan for the migration of voice services to a new contract that included existing like-for-like services and future services utilizing Voice over Internet Protocol (VoIP) technologies
* Developed an extensive briefing that identified all of IRS’ efforts to implement telecommunications (voice, video, data & fax) services onto a single IP based converged network. Briefing identified all disparate efforts & provided a roadmap for developing a comprehensive Strategic Plan for all converged services

***Business Process Improvement***

* Implemented a Strategic Plan authored by MITRE into a workable program that enabled EN to improve their telecommunications business processes in order to achieve a High-Performance Organization status as defined by OMB Circular A-76, and thus avoid an A-76 study. Led a team of four project managers.
* Wrote the programmatic plans (Charter, Program Management Plan, Master WBS and Schedule, Risk Management Plan, Integrated Process Team Management Plan, Configuration Management Plan, Concept of Operations Plan, and Communications Plan) that are responsible for providing the framework for five projects and Integrated Process Teams (IPT)
* Oversaw and authored the Project Plan and WBS/schedule development in MS Project and Project Server for five IPTs covering IRS Telecommunications Services and all applicable definitions, metrics, business process re-engineering, a five year technology refreshment strategy, personnel organization restructuring, network administration tools, service level agreements, asset management & a plan to transition from the “As-Is” state to the “To-Be” state using ITIL processes
* Conducted interview sessions and documented business procedural flow diagrams using MS Visio
* Developed, directed & maintained the configuration management of all artifacts using MS SharePoint

***2005 – 2005 Symphony Consulting Group; Department of Veteran’s Affairs Washington, DC***

### **Project Manager**

Led a team of five analysts to identify and perform business process re-engineering for the contact management function in the office of Enterprise Architecture Management.

* Authored several initiation and planning documents for this complex effort to include the Charter, Scope Statement, Work Breakdown Structure and Schedule in MS Project and Program Management Plan using PMI PMBOK standards
* Devised & briefed plan to document the As-Is business processes, activities and events using UML in Visio
* Created an Access database that captured over a hundred previous surveys, all questions, responses, answer choices, statistics, and other measures – created the first repository the VA ever used to understand their previous survey efforts

***2004 - 2005 Virtual Technology Corporation; Department of Defense Alexandria, VA***

### **Project Manager/Senior Systems Engineer**

* Led a team of seven analysts, systems and software engineers in developing the Matrix Mapping Tool (MMT) for the OUSD AT&L Planning and Analysis Team
* Provided acquisition officials the ability to make capability-based assessments by correlating data in MMT to analyze shortfalls in existing and planned future capabilities
* Took over as PM after the project had already been under development for seven months - Immediately stabilized an extremely dynamic project by instituting critical processes to ensure developers comprehensively understood the requirements and ensured all requirements were clearly documented and consolidated into a single web-based tracking system
* Tracked all project financials, forecasted new contract requirements, wrote monthly reports and developed project plans using MS Project

*2001-2004 Paradigm Technologies Inc; Joint Strike Fighter Program Office Arlington, VA*

Project Manager

* Spokesperson to the JSFPO and the modeling and simulation community providing project requirements, tracking, scope and vision
* Led a team of nine analysts, software engineers and database designers to develop the Authoritative Systems Database (ASDB) for the Joint Strike Fighter Program Office (JSFPO)
* As analyst used IDEF1X modeling language to reverse engineer legacy datasets into ERwin creating a data mart for inclusion into a comprehensive Oracle 8i data warehouse
* Created myriad smaller databases with MS Access
* Instituted and documented all necessary processes associated with the company’s Capability Maturity Model Integrated (CMMI) level two processes
* Wrote SOWs, created schedules, WBS’, established milestones in accordance with PMI standards using MS Project
* Interviewed and hired new team members and managed company's classified Crystal City VA facility including two LANs. Also acted as facility classified security officer

**Business Development Manager**

* Advocated for and garnered additional contracts with the Boeing Company, Lockheed Martin Aeronautics Company and SRA International. Created a Modeling and Simulation Support Plan for Boeing’s Battle Management Command and Control subsystem to the E-10A aircraft and assisted with proposal writing
* Supervised the creation of another database for Lockheed Martin and helped define the requirements and process for developing the Navy Common Database for SRA International

*2000 - 2001 MATCOM; Joint Training Analysis and Simulation Center Suffolk, VA*

***Computer Systems Analyst***

* Created several databases that integrated systems and applications programming with large-scale simulations in a joint military environment
* Identified, designed, developed, tested, implemented and documented unique utility tools that assisted in the development of modification of Simulation System databases
* Supervised activities of database administration and controlled the preparation of all software used to perform database updates
* Trained operator in CBS, AWSIM, MTWS and JSAF simulations

*1978 – 1999 United States Air Force (Retired)*

***1997 – 1999 Air Education and Training Command Randolph AFB, TX***

***Program Manager/Deputy Branch Chief***

* Program Manager for realigning Kelly AFB and over 7,200 personnel to Lackland AFB resulting from 1995 Base Closure and Realignment Commission (BRAC) decision. Supervised five officers
* Provided oversight/guidance to all project managers involved including: financial, logistics, civil engineering, services, communications, personnel, medical, security, safety, legal, environmental, and airfield operations
* Tracked myriad BRAC funded projects worth over $36M
* Led several site survey and Site Activation Task Force (SATAF) teams - identified requirements, secured over $9M to renovate/ build new facilities
* Facilitated Integrated Process Team (IPT) meetings, established suspenses, tracked over 400 action items, drafted support agreements & briefed Senior Air Force officials on status of programs
* Program Manager for Randolph AFB Roadmap. Integrated seven major independent programs at Randolph AFB into a comprehensive base master plan identifying competing infrastructure, facility, manpower and execution coordination concerns
* Program Manager for the relocation of USAF Navigator School. Led several site surveys and SATAF visits. Authored Programming Plan to transfer school—established authority to transfer units
* Program Manager for beddown of the Associate ANG/AFRC Instructor Pilot Program at Tyndall AFB and Luke AFB. Led site surveys and published the reports documenting costs to beddown the programs

***1994 – 1997 Air Combat Command Langley AFB, VA***

***Action Officer***

* Developed new tactics, employment concepts and planning factors for all nuclear tasked USAF aircraft
* Formulated Command's tactical operational concept of forward-deployed B-52s
* Led site survey teams to establish forward deployed nuclear loaded B-52 locations - identified all operational requirements
* Wrote Command guidance manual for all nuclear tasked USAF aircraft - detailed in-flight procedures. Integrated fighter aircraft requirements into command nuclear policy
* ACC liaison to USACOM's Crisis Action Team for Operation Restore Democracy
* Ran several 100 person plus multi-day conferences - lead briefer, ensured attendee requirements met

***1982– 1994 Air Combat Command Barksdale AFB, LA, Mather AFB, CA, K.I. Sawyer AFB, MI***

***Chief, Electronic Combat (EC), Flight Commander, Instructor EC Officer, Flight Examiner***

* Senior Electronic Combat (EC) instructor responsible for training three squadrons of B-52 aircrew members. Key advisor to Wing Commander for all EC training and issues
* Deployed to Red Flag 94-1 as the EC planner for over 70 B-52 sorties
* Instituted EC training into every B-52 sortie in the wing. Used Dbase III Plus to rewrite the database tracking all EC training results - analysis of events increased EC reliability 10%
* Executive Officer/Instructor B-52 EC Officer: Responsible for editing every performance report and military decoration for over 1,300 personnel. Managed the Commander's schedule. Computerized suspense management system - provided Group Commander instant oversight of five squadrons.
* Awarded an Air Medal for leading 30 aircrew members into combat on 11 sorties during DESERT STORM
* Ensured proficiency & currency requirements were maintained for over 140 navigators/EC officers
* Administered over 150 flight, simulator and academic evaluations
* Instructed over 90 senior allied officers from 27 nations in prestigious two-month international course. Developed & completely re-wrote all curriculum and support material for over 200 hours of course syllabi
* Instructed over 200 American students in the T-43 aircraft and simulators

# **Education**

**Old Dominion University,** *Norfolk, Virginia,* Certificate, Systems Engineering

**Golden Gate University**, *San Francisco, California,* Master of Business Administration

**Rollins College,** *Winter Park, Florida,* Bachelor of Science, Economics

***Guest Lecturer/Adjunct Professor***

2015 – Present: Johns Hopkins University, Baltimore MD

1999 – St Edwards University, Austin TX

# **Other Education/Accomplishments**

* Federal Acquisition Certification for Program and Project Managers (FAC P/PM) Senior Level
* Air Command and Staff College, Langley AFB VA
* Squadron Officers School, Maxwell AFB, AL
* Project Management Institute (PMI), Project Management Professional (PMP) Certificate
* Microsoft Certified Systems Engineer (MCSE), NT 4.0 OS
* Information Technology Infrastructure Library (ITIL) v3 Foundation & Service Operations Certificates
* Capability Maturity Model Integrated (CMMI) Training Course
* Co-Author, The Critical Role of Metadata in JSF (Joint Strike Fighter) Development, 2003 Fall Simulation Interoperability Workshop, Orlando FL
* FAA Academy, Enroute Air Traffic Controller