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With over 20 years of experience in the private sector building cutting-edge technology solutions and leading award-winning teams, I now work to drive innovation inside of government. Currently, I serve as the Cloud Policy Lead for the Office of the Federal Chief Information Officer at the Office of Management and Budget, where I use my technical expertise to drive the White House's agenda on IT modernization across the Federal government. Previously, I served with the United States Digital Service (USDS), delivering people-centered modern services at the Department of Veterans Affairs.

In 2019, I was named in the Federal 100, an annual list of government and industry leaders who have made a major impact in the U.S. Government. I was named Legal Hacker of the Year 2016 by DC Legal Hackers for my transparency work at Sunlight Foundation. I also serve on the Government Advisory Board of the Advanced Technology Academic Research Center (ATARC), working to drive innovation through sharing knowledge and public-private partnership.

Experience

Office of the Federal Chief Information Officer – Office of Management and Budget | September 2017 – Present | Cloud Policy Lead

As Cloud Policy Lead for OFCIO, I collaborate with Cabinet-level CIOs and practitioners across the entire Federal enterprise to drive modern and mature practices in IT architecture & infrastructure. I worked with agency and vendor partners to create the 2019 Federal Cloud Computing Strategy (Cloud Smart) to address the three largest barriers to IT modernization - cybersecurity, procurement, and workforce skills. I oversaw the implementation of 22 related actions items through the CIO Council, leading pilots and policy efforts. This included the creation of the Application Rationalization Playbook, a practical guide that combines best practices in enterprise architecture, risk management, budgeting, and technology evaluation.

I evaluated and reimagined the Data Center Optimization Initiative into a new policy memorandum (OMB M-19-19) in compliance with our statutory requirements under the Federal Information Technology Acquisition Reform Act (FITARA). This new policy directs the optimization and consolidation of over 12,000 Federal data centers, which has saved taxpayers \$2 billion over the last two years. I met with vendors and agency subject matter experts to identify opportunities to drive modern practices such as containerization and virtualization, while reducing the reporting burden for agencies by nearly 10,000 hours per year.

I am currently acting as Mission Operations Lead, managing our teams for workforce reskilling, shared government-wide services (SQS), network modernization (Enterprise Infrastructure Solutions/EIS), the Federal project management office on cloud email migration (Cloud Smart Email/CEOS), as well as other infrastructure-related initiatives. I regularly coordinate these efforts with our leads on Capital Planning and Investment Control (CPIC) and Federal Information Security Management Act (FISMA) implementation, as well as the Office of American Innovation (OAI), the Government Accountability Office (GAO), and other stakeholders. I also frequently speak at events, representing OMB to the industry, press, and general public.

In my first year at OMB, I received the prestigious Professional Achievement Award — an honor usually given after three years of exceptional service — for my innovative, collaborative approach to my work. In 2019, I was also named to the Federal 100, after being nominated by my peers both inside and outside of government.

The Department of Veterans Affairs – United States Digital Service | May 2017 – September 2017 | Digital Services Expert

In 2017, I served a tour of duty with USDS at the Department of Veterans Affairs, working to create Veteran-centric, modern services. During my time at the VA, I worked closely with the modernization teams on several initiatives and policies focused on user experience, including identity management & authentication, mobile application strategy, patient scheduling, and open data. This work included evaluation of new technology solutions, policy & user research, and stakeholder engagement ranging from Veterans to senior agency executives.

Sunlight Foundation | August 2016 – November 2016 | Senior Technology Adviser

The Sunlight Foundation is a national, nonpartisan, nonprofit organization that uses civic technologies, open data, policy analysis, and journalism to make government more accountable and transparent. I served as Senior Technology Adviser through their board transition, working with the Labs Director to shut down their technology program (Sunlight Labs) responsibly. This involved reviewing our entire application and infrastructure portfolio to rationalize dozens of custom applications and tools created over the last decade. I transferred their software projects to new maintainers, reengineered our entire IT infrastructure to use cloud-based Software-as-a-Service (SaaS) offerings, and released all of our tools and data under open licenses for future journalists, researchers, and the general public to use.

OpenGov Foundation | August 2013 – August 2016 | Lead Developer

The OpenGov Foundation was a small, scrappy organization that worked to create policy and tools for open government and public engagement in law and policy. Founded by former Congressman Darrell Issa in 2013 as a nonpartisan organization to help the public fight the SOPA and PIPA legislation in the House, the scope of our work quickly expanded to open law and legislation efforts nationally and internationally, local to Federal. Effectively acting as our CTO, I worked to build our team and collaborate with officials at all levels of government to make the law open and accessible to everyone. I also evaluated business opportunities and new technology initiatives, and lead the development of our two flagship applications through the entire software development lifecycle (SDLC), Madison and The State Decoded, which are used by governments and organizations all over the world.

Through this work, I was an original member of the Free Law Founders, a national open-law organization of city & state officials and civic nonprofits working to drive open policies and standards. I also served as a subject matter expert on law and legal data to the World Wide Web Consortium (W3C).

WillowTree Apps, Inc | April 2012 – August 2013 | Lead DevOps Engineer

WillowTree Apps is one of the largest and fastest-growing mobile app companies, specializing in creating cutting-edge technology solutions for the most famous brands in the world, including Fortune 50 companies. As Lead DevOps Engineer, I oversaw the architecture and implementation of dozens of projects to deliver high-availability Cloud-based infrastructure and application programming interfaces (APIs) for some of the most popular mobile apps. My responsibilities included evaluating technologies offered to us by top vendors before they were publicly available, creating continuous integration & deployment pipelines (CI/CD), and running monitoring tools to maintain resource availability.

Boyd Caton Group | January 2010 – May 2012 | Lead Developer

BCG is a government contractor focusing on transportation safety & security, with clients including the Federal Transit Administration (Department of Transportation) and WMATA. During my time as Lead Developer, I lead the team working on Federal safety websites, met with top agency officials, lead the rebranding and redesign of our company website, and created a series of data visualization dashboards and tools for safety and security information for a variety of audiences.

Helicopter | January 2008 – January 2010 | Lead Developer & QA Manager

Helicopter was a hotel booking startup with over 20 partners and many times the inventory of its contemporary, Kayak. Serving the dual roles of Lead Developer and Quality Assurance Manager, I built several international teams, integrating three shifts across overlapping timezones. I lead the engineering efforts across the entire application stack, from infrastructure to application to user testing. Helicopter was acquired in 2012 by a joint venture group consisting of Hilton, Hyatt, Marriott, and others.

Category4 | September 2003 – January 2008 | Senior Programmer

Category4 (now called Convoy) is one of the longest-running technology service firms in Virginia. I worked with dozens of clients during my years here, building a variety of applications to suit different project needs. In the time before Etsy and Shopify, we built one of the first reusable, customizable e-commerce website engines, and I created one of the first applications to show real estate listings on the internet. Category4 won the Gold award from the American Marketing Association two years in a row for websites that I worked on.

Munk & Phyber | June 2000 – September 2001 | Programmer

One of the earliest web development companies, Munk & Phyber built some of the very first e-commerce websites in the world, as well as making sites for local non-profits and artists. M&P was one of the first companies to use PHP – a relatively unknown programming language at the time, but which now powers over 80% of websites in the world.

Freelance Developer | April 1996 – May 2017

I've spent over two decades building hundreds of applications and websites for a variety of clients, with a focus on user experience, accessibility, and scalability. Throughout my career, I've stayed current with the latest tools and technologies, to always have the best solution to the problem at hand. I've created plugins and themes for popular content management systems, built custom applications in a dozen different programming languages, and written many articles about various topics from technology to management to data standards policy.

Volunteer Experience

Advanced Technology Academic Research Center (ATARC) | October 2018 – Present | Government Advisory Board Liaison

Free Law Founders | July 2014 – August 2016 | Member

World Wide Web Consortium (W3C) | Web Annotation Working Group | 2016 | Subject Matter Expert