

STEPHEN VOLANDT

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PROFESSIONAL SUMMARY

Mr. Volandt brings a deep understanding of the interconnectedness between business operations and technology: 20+ years of Enterprise Architecture, Organizational Change Management, Business Continuity, Program Management, and ITIL experience managing budgets ranging from \$1M-\$1B. Projects and Programs managed spanned Operations and Technology, including Microsoft Dynamics, Distance Learning Systems (e.g. Canvas, Security Mentor), SaaS, PaaS, Amazon and Azure Cloud Services, Service Oriented Architecture, Business Intelligence, Oracle, Infor, SAP, ERP, Data migration, Datacenter modernization, and Mergers and Acquisitions. Adept accomplishing effective results via a PMO approach, including methodologies of Agile, Kanban, and Waterfall. Deep experience with vendor management and executive stakeholder management.

Mr. Volandt also volunteers as Vice Chair, FBI-InfraGard National Disaster Resilience Council (NDRC), where he has been instrumental in the establishment of working groups such as the Predictive Risk Modeling Working Group, co-leading the NDRC annual national conference, the selection of Joint Base San Antonio by the DoD, DOE, and DHS for cutting edge infrastructure resilience pilot work, and the publishing of two important books on critical infrastructure resilience (available on Amazon):

- Powering Through: From Fragile Infrastructures To Community Resilience
- Powering Through: Building Critical Infrastructure Resilience

SKILLS

- Solution, Enterprise, and Transformation Architecture (TOGAF, FEAF, DODAF)
- Organizational Change Management/Enterprise Transformation
- Business Continuity, Continuous Operations Plans (COOP), Disaster Recovery (DR) for critical highly visible operations
- Business Continuity training, rehearsals, exercise, team building, and continuous improvement facilitation
- Global Project/ Program/ Portfolio Management / Enterprise Project Management / Budget Management
- PMO establishment and governance / Project Turn-around, Risk mitigation
- Project Management (Agile, Waterfall, Iterative)
- Cyber Security project management
- Business Continuity/Disaster Recovery (including COOP, and Battle Staff posture)
- Mergers and Acquisitions (M&A), Systems Integrations
- Solutions- Service Oriented Architecture, Cloud Services, SaaS, PaaS, Business Intelligence (BI), Data migration, Datacenter Modernization, Infrastructure

RELEVANT EXPERIENCE

FBI – InfraGard National Disaster Resilience Council

12/2014 -- Present

Vice Chair (volunteer position for this Non-Profit)

The InfraGard National Disaster Resilience Council's (NDRC) is a subgroup of approximately 2,000 volunteers out of the larger InfraGard membership of approximately 80,000. Its mission is to assess and understand high risk infrastructure vulnerabilities. Further, the NDRC is chartered to assess the interdependencies of interrelated infrastructure components and potential cascading failures that could be possible. As such, the NDRC primarily focusses on the electric grid as the underlying infrastructure. The NDRC provides and facilitates information for key stakeholders and communities regarding these risks and approaches to mitigate the high-impact threat of long-term power and communications failure (greater than 30 days), which could lead to catastrophic, cascading losses of life-sustaining and business-sustaining infrastructures and resources for recovery. Its purpose is to foster communications and coordination that will address and mitigate the threat of a simultaneous nationwide or regional collapse of infrastructure from any hazard such as man-made electromagnetic pulse (EMP) or other intentional or naturally occurring hazard.

Mr. Volandt volunteers as the NDRC Vice Chair. In this leadership role he is active in fund raising and has established working groups such as the Electrical Grid Predictive Risk Simulation working group, the Household Readiness in support of Business Continuity working group (and accompanying training program), co-leads the NDRC annual national conference, was instrumental in the selection of Joint Base San Antonio by the DoD, DOE, and DHS for cutting edge infrastructure resilience pilot work, and the publishing of two important books on critical infrastructure resilience (available on Amazon):

- Powering Through: From Fragile Infrastructures To Community Resilience
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Energetic, LLC

03/2022 –Present

Founder/Partner

The ultimate goal of Energetic, LLC is to deliver resilient self-sustaining communities. Energetic was founded to take advantage of a convergence of inter-related technology, energy, infrastructure, and commercial real estate opportunities. It provides a portfolio of services related to mixed use technology and commercial real estate development, sustainability, and infrastructure resilience. Energetic integrates various internal and subcontracted service offerings, delivering tailored approaches to future-proofing projects. Service categories include:

- Project Finance Facilitation
- Equity Investor Facilitation
- Real Estate Development (fee-based development)
- Electricity Brokering
- Energy Installation, Retrofits and Conservation
- Datacenter Siting and Delivery
- Controlled Environment Agriculture
- Water Use Efficiency

Resilient Projects Incorporated

09/2020 – Present

Manager/Founder

Resilient Project Inc. is how I provide direct consulting services to certain customers. Project highlights are provided below.

- Solution Architecture
- Organizational Change Management
- Critical operations assurance
- Infrastructure survivability
- Business continuity
- Program management
- Renewable energy
- Public-Private partnerships
- Power stations and supporting infrastructure
- Mixed use development
- Project Turn-Around

Solution Architecture/Business Planning- Datacenter and power station startup: provided project planning and business-case development support for \$500M collocated datacenter and power station project with a dedicated fiberoptic backbone to the global internet peering point in Ashburn, VA.

Solution Architect/Designer/Engineering Manager- Internet Service Provider/Fiber to the Premise: Contracted to provide Solution Architecture, Engineering Management, Product Evangelization, Product Owner advocacy, and Organizational Change Management leadership to accomplish the establishment of services expansion in the southern United States. Creating repeatable Agile/Scrum based standard operating practices and contractual team relationships for a New York based ISP that had received expansion funding. Successfully engaging with legacy principals and a portfolio of subcontractors and differing state regulatory requirements to scale their operational approach and network infrastructure across the southern United States, on a state-by-state basis.

Solution Architecture/Business Continuity project highlight: Using a Solution Architecture and Organizational Change Management approach, partnered closely with the state Risk Manager and the agency's cyber security team, led the development of multi-tiered business continuity planning for the NC Board of Elections. Served as Product Owner, evangelized the product, defined and prioritized over 35 core processes, and the applications, infrastructure, cyber security, locations, employees, external agencies, vendors, playbooks, and other critical dependencies needed to assure business continuity. Established a solid foundation for reliable Disaster Recovery planning. Accomplished this effort in light of ever-increasing security risks (Cyber and Physical) as well as in light of COVID-19 work restrictions. Leveraged OCM techniques to achieve employee participation and buy-in.

Solution Architecture/ Business Continuity: provided to the NC Board of Elections in preparation for the 2020 Presidential Election. Using Agile/Scrum/Iterative Development, Product Evangelization, and Product Owner advocacy techniques, combined with Solution Architecture and Organizational Change Management techniques, delivered a Battle Staff preparation, training, and operations capability in less than 60 days during the COVID-19 pandemic and amid concerns regarding national unrest. Solution included leverage of the Harvard Belfer Center Elections Battle Staff Playbook, integration of manual, paper, and automated systems and reporting dashboards, and ensuring the election day operations and Emergency Operations Center (EOC) floor planning was operationally ergonomic and maximized pandemic health protection. Election day operations were conducted from the state EOC instead of the normal business location, with an additional continuous operations alternate site prepared and ready. Election Day operations ran smoothly, included robust escalation management processes, and were well integrated with the NC Department of Information Technology (NCDIT), NC Department

Emergency Management, NC National Guard, FBI, DHS, cyber security, statewide election systems, and all 100 county election boards.

iTech Solutions, Inc. contracted to CIGNA

03/2023 – 06/2023

Portfolio Solution Lead, Cigna US Medical Front Office Technologies

Short-term contract to provide thought leadership and directly contribute to the management of a technology development portfolio that is hundreds of millions of dollars in size. Duties included overall governance team process improvement assessment and documentation, reviews of detailed executive business cases before their inclusion in the portfolio, business and solution architecture reviews, solution delivery cost estimation coordination, Portfolio Epic creation and refinement, Program Epic review, portfolio and programmatic interdependency analysis and deconfliction, delivery capacity management facilitation, portfolio glide-path and road map analysis and planning, and delivery risk identification and management.

Niacom Holdings, LLC

06/2020 –12/2020

Manager

Niacom Holdings, a startup, was my Resilient Projects, Inc. client from 1/2022 to 6/2022. Niacom asked me to convert to an employee after they received a significant round of funding in late May of 2022. I was asked to join as part of a startup team and was promised stock. While there I was allowed to maintain Resilient Projects, Inc. I managed Niacom's expansion into West Virginia, their subcontractors in West Virginia, financial projections and related management for these efforts, a portion of their engineering and cost estimating in New York, and their marketing and lobbying efforts in Ohio, Maryland, Virginia. Niacom failed to receive a second round of funding and was subject to a hostile takeover in November of 2022, resulting in a purge of their employees, including myself, and the principal that had brought me into the team.

Auroros Incorporated

06/2018 –09/2020

Vice President, Delivery Operations

North Carolina Board of Elections, contracted via 22nd Century Technologies, Inc.: serve as Program Manager, leading the creation of the Business Continuity Plan, Continuity of Operations Plan (COOP), and Disaster Recovery planning.

National Infrastructure Resilience U (NISRU): a partnership between InfraGard and AUI, Inc. Provided Program Management services for the creation of InfraGard U, an online learning platform. InfraGard U provides world class remote learning focused on timely critical infrastructure issues, provided by an instructor team vetted by InfraGard, a partnership between the FBI and members of the private sector. System resides within the AWS cloud, and includes a WordPress home page, custom authenticated html pages, and single sign-on integration with the Canvas online education platform and PayPal. Responsibilities included revenue forecasting, coordination of curriculum offerings and source creation pipeline, project management, and the creation of partnership governance documentation such as change management policy, solution architecture, cybersecurity, and system lifecycle operations and maintenance policy.

Energy Client: Created repeatable management processes regarding the development of resilient energy production systems, control systems and software, IT infrastructure, and cyber security development that can scale to the \$B range. This includes establishment of scalable Program Management Office (PMO) structure and quality standards, architecture, design, and cost estimating, functional modeling, and design suitable for institutional investor engagement. Primary focus is to create processes and risk management that can scale to govern a repeatable multi-project portfolio:

- Scalable, standardized, and tailorable project phases compliant with Project Management Institute (PMI) and ISO 9001 Quality Assurance requirements
- Alignment with equity investor and institutional project finance from the \$B investor community.

22nd Century Technologies, Inc.

10/2017 – 07/2019

North Carolina Board of Elections and Ethics Enforcement

Program Manager and Enterprise Architecture Manager, contracted via 22nd Century Technologies, Inc.

Established the integration of standalone stalled or poorly started modernization projects into a combined program budget of approximately \$10M (not including the cost of the in-house IT Department of approximately 20 staff). Created the agency's first project governance framework and led efforts to partner closely with the NC State CIO office and Risk Management (Cyber Security) office. Created and led effort to professionalize the governance of their IT portfolio to include the use of integrated resource management, and tying enterprise architecture to solution architecture, design and cost estimating, proper project forecasting, earned value management and risk management. Created IT portfolio governance policy that integrated ITIL and PMI best practices.

- Created ITIL programmatic approach.
- Provide Cyber Security orientation and training to new County Election Directors

- Established and led the Program Management Office (PMO) and Enterprise Architecture (TOGAF) activity for a portfolio of 18+ modernization projects transforming the distributed nineteen-year-old legacy environment to a Microsoft Dynamics CRM Cloud solution for the newly merged Board of Elections, Ethics Commission, and Lobbying Commission.
- Identified and addressed this issue: This agency had no IT or Cyber Security policy or procedures, no experience modernizing large systems on time and on budget and was operating independently with only high-level interaction with the State CIO office. There was a lack of practicable agency and State CIO guidance regarding architecture or cost estimating, which contributed to project governance decision challenges, compounded by the State CIO posture of preferring to outsource IT projects.

Projects and Programs included: Software Development, SaaS configuration, PaaS, ERP configuration, Cloud Services, and Cloud Migration and Cyber Security:

- Recommended and established CISO-as-a-Service to establish a mature cyber security posture.
- Recommended and established the Cyber Advisory Panel (advisory board) comprised of nationally recognized Cyber Security experts such as a former DHS Director of Cyber Security.
- Recommended and then created the first Continuity of Operations Plan (COOP) that includes displacement to the State Emergency Operations center.
- Provided cyber security orientation to new county election board directors and during the semi-annual state conference.

The State decided to reverse the merger and abandon the use of Microsoft Dynamics as a unified modernization platform. Led the spinoff of the ongoing modernization projects away from the resulting Board of Elections agency. A new agency Director was installed, Program Management Office approach was discontinued.

Ciber, Inc.

08/2012 –08/2017

Center for Project Performance, Director (company acquired/restructured)

Started as Sr. Project Manager and moved up to overseeing North America global portfolio quality as a Director. Provided Go/No-Go decisions on contracts valued at \$1M or greater, after assessing delivery risk and financial projections. Led Architecture, Business Analysis, Project Management, and Turn-Around for numerous individual projects such as the first North Carolina State Health Plan Managed Care and health insurance integration project (Blue Cross/ Blue Shield of NC) and for a SOA solution for a global pharmaceutical clinical trials provider. Programs and Projects include: enterprise and solution architecture, legacy data and systems transformation and modernization, business intelligence, web/digital marketing, digital transformation, pharmaceutical manufacturer. e-commerce, custom application development, testing, cloud and service-oriented architecture, Cloud Services, REST/SOAP/WSDL, deployment and migration, Oracle, Infor, and SAP ERP solutions, proofs-of-concept, managed and hosting services, help desk services, vendor and asset management, and staffing. Delivery methods included Waterfall, Agile, Iterative Development, Incremental, Time and Materials, Managed Services, and Staffing.

- Developed and delivered webinar project management and risk management best practice training to approximately 300 project managers and directors.
- Successfully applied portfolio management, continuous improvement, and enterprise architecture principles while leading a project to improve governance of a portfolio of over 1500 projects valued at over \$900M, including decision support for contracting and delivery performance. This was operationally focused on the project engagement lifecycle and included proposals, contracting, managing team members, risk/issue identification and management, troubled project turn-around, and oversight for project delivery processes, systems, training, on-boarding, best practice documentation, standards and policy.
- Acquisition/Mergers: Creatively participated in turn-around efforts, oversight and alignment of North American project portfolio governance and optimization of European acquisitions.
- Company dissolution: Identified and addressed key troubled projects and contributed to optimizing profitable North American operations during the breakup of the corporation for sale. Identified turn-around opportunities within distressed European operations prior to decision to break up the company.

Auroros Incorporated

02/2004 –07/2012

Vice President, Delivery Operations

Led contracting, customer relationship management, team staffing and recruiting, and the delivery of services: Assessed and responded to Customer Requirements, IT Services and Technology Portfolio Optimization with a focus on authoritative data, data architecture, and data management alignment with organizational strategy and end-user requirements. This included transformation enterprise and solution architecture, ERP modernization/transformation, cloud migration, hardware and software acquisition management, and IT staffing contracts. Led customer relationship building, Executive and C-Suite cost and portfolio governance transparency interactions, proposals, recruiting and delivery for multi-state, multi-contract

operations. Federal and commercial client support included direct corporate oversight, quality assurance, contractual and management, and direct consulting support for global Federal Government organizations and private companies with multi-Billion-Dollar IT portfolios.

Auroros Notable Accomplishments

- Extensive presentation, decision support, and policy experience with C-Level decision makers. Congressional testimony support for the Marine Corps CIO.
- Negotiated and secured company's start-up contracts with the Department of Defense. Identified, negotiated, proposed and/or won federal contracts with prime teaming partners such as Lockheed Martin, Booz Allen Hamilton, Raytheon, and BAE Systems.
- Diversified sales mix by incorporating new business units of recruiting/temp to permanent staffing and decision support software products producing resulting in a 100+% increase in revenues 3 consecutive years. Developed sales that tripled the company's assets.
- Created recruiting and staffing pipeline for cleared team members for various federal agencies.

Merger & Acquisition / Enterprise Transformation / IT Portfolio Management:

- Led global data, communications and satellite systems enterprise architecture consolidation and portfolio management. Created semantic ontology for integration of simultaneous SOA and Cloud deployments.
- Created and managed transition plans to achieve desired architectural end-states, created multi-agency data and systems architecture and process alignment work plans that pulled together difficult to measure enterprise goals. Initiated the creation of the Marine Corps Business Enterprise Governance Board to facilitate data and technology governance, portfolio transparency, anticipate technology changes, and lead organizational change management. Provided expertise and guidance regarding capability roadmaps, SLAs, and budgeting process for the portfolio.
- Led and participated in budgeting for future IT enhancements while leveraging legacy return on investment/reusability; annual and long-term capability/service delivery strategic planning process, updated the data and technology portfolio roadmap plan; assessment of capability overlaps and gaps to establish portfolio management decision support criteria.
- Led and participated in market studies benchmarking cost, features, benefits, and performance capabilities of commercially available and custom-built products and services as input to IT strategy development for numerous product lines to assess and optimize the technology portfolio.

Program Management:

- Managed / oversaw simultaneous fielding of new IT programs, data management/consolidation, infrastructure consolidation, Legacy-system/ERP transformation, and leverage of on-going legacy capabilities.
- Routinely provided senior executives and Congress cost and capability transparency information.
- Experienced with Agile development and Waterfall methodologies: development scheduling, dependency analysis, deconfliction and decision support dashboard reporting. Led the use of enterprise-wide scheduling and budgeting system that integrates MS Project files with strategic goal tracking, enterprise architecture requirements, budgeting, and the System Development Life Cycle reporting system.

Enterprise and Solution Architecture (FEAF, DODAF):

- Using Organizational Change Management (OCM) techniques, managed key stakeholders to facilitate alignment of business units and architecture with strategic and organizational goals (including information assurance, cyber security, business continuity and disaster recovery).
- Successfully led teams to deliver iterative data and systems architecture solutions as part of parallel development of Cloud Services Modernization (Core Enterprise Services), Service Oriented Architecture (SOA), REST/SOAP/WSDL architecture, enterprise and systems/ERP data and systems architecture.
- Led global data, communications and satellite systems enterprise and cloud architecture, integrated systems of systems and data architecture, and provided operational consulting, modeling and simulation to determine best solution for global satellite communications for operational and executive level decision support (CBRNE and Nation-state Weapons of Mass Destruction interdiction).

Headquarters Marine Corps CIO

2003 - 2004

Action Officer – Active Duty (mobilized for Operation Enduring Freedom)

Assigned to HQMC assignments that involved consolidation of \$Billions of stand-alone IT systems into a consolidated portfolio due to my Merger and Acquisition background:

- Enterprise decision-support and command and control integration, data, ERP and Financial system integration and transformation enterprise architecture and program oversight. Led enterprise-wide Organizational Change Management. Business transformation program manager (Action Officer) and external organization integration liaison officer.
- Awarded the Meritorious Service Medal for duties performed.

Dekker, LTD

2002 – 2003

Enterprise Decision-Support Consultant (Departed: mobilized by the USMC)

Provided project portfolio decision support, budgeting and project management planning / systems integration and migration support for the management of projects as large as \$15B. Led delivery of services to global clients at the enterprise and sub-organizational level.

Ciber, Inc.

2000 – 2002

Senior Project Manager (departed due to significant lay-offs)

Led a global ERP, IT and data policy, procedure, and infrastructure consolidation project that involved three mirrored data centers (each capable of supporting the entire enterprise) and over 150 pharmaceutical manufacturing facilities. Led the design, implementation, and service of a global SAP data center in a Food and Drug Administration (FDA) regulated environment. The team included project managers, planners, business analysts, technical writers, and system administrators, and was comprised of both Ciber and client personnel located in North Carolina, Pennsylvania, and the UK. In addition to managing the actual implementation of the server infrastructure, this account required that the team develop processes supported the development and life cycle of this system as it was deployed globally, ensuring maximum use of existing procedures, upgrading those that require it, and designing new procedures as needed for a newly merged global corporation with a highly matrixed management structure dispersed amongst multiple locations on both sides of the Atlantic. Other accomplishments include:

- Program Management for US and international projects involving enterprise management, global IT mergers, legacy systems migration, web enablement, system integration, data integration, voice recognition and interactivity, data warehousing and business intelligence.
- Enterprise mergers and integration: Managed and led teams for US and international projects involving enterprise management, global IT mergers.

CERTIFICATIONS, TRAINING & TOOLS

iServer enterprise architecture tool

Sparx Enterprise Architect

Erwin Casewise architecture tool

IBM System Architect

OpenText/Metastorm's ProVision architecture tool

Microsoft Dynamics, Infor, Oracle, SAP and SAS

data, ETL, BI and ERP solutions

IBM Security Systems

Certified Scrum Master

Six Sigma/Lean Sigma

MS Project / Project Server, Jira, PlanView, PeopleSoft, SharePoint

Dekker Program Management Information System

C++, Java

Start-up/Venture planning

Castellan: Business Continuity Assurance Portal

MILITARY SERVICE

United States Marine Corps Reserves veteran with service spanning the Infantry Battalion to Headquarters Marine Corps levels, honorably discharged.

EDUCATION

- Bachelor of Arts degree: Mathematics, Business Administration minor; The Citadel, The Military College of South Carolina
- USMC and DoD organizational management and leadership professional courses

VOLUNTEERING

- InfraGard: a national FBI non-profit volunteer organization dedicated to infrastructure resilience
 - Serve as Vice Chair, National Disaster Resilience Council
 - Co-authored InfraGard's books
 - "Powering Through-From Fragile Infrastructures to Community Resilience", published 2016
 - "Powering Through: Building Critical Infrastructure Resilience", published 2020
- ISSA InfoSeCon 2014 breakout speaker: Security Architecture approaches
- US Veterans Corps: hands-on volunteer assisting disabled veterans and their families

- FBI Citizens Academy

PERSONAL

- Long Distance Runner, two-time Umstead ultra 50 finisher, Marine Corps Marathon finisher
- Wilderness hiker/backpacker
- Voracious reader