

REBECCA PIAZZA

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WORK EXPERIENCE

Nava Public Benefit Corporation

Vice President of Program Delivery (July 2018 - Present)

- Led the company through a period of aggressive growth from \$12M to \$64M annualized revenue and from 45 to 200 employees. Set company goals, strategy, and policy in cross-organizational collaboration with other company executives.
- Led the delivery of 19 custom software development and infrastructure projects, mobilizing more than 250 FTE including Nava staff, contractors, and vendor partners. Projects included applications to enable the delivery of integrated benefits for Vermont, the technical implementation of Massachusetts's new Paid Family and Medical Leave Act, and enhancement and operation of the cloud platform that hosts healthcare.gov open enrollment.
- Responsible for the delivery outcomes, profit and loss, and mission-aligned growth of all projects.
- Established a delivery operations unit to support project teams and measure and manage key performance indicators, such as contract compliance, customer satisfaction, and team health. Increased utilization 10% and profit margins 73%.
- Led the functional department responsible for hiring and managing product managers and delivery managers. Grew department from 5 FTE to 38 FTE while maintaining high performance standards and increasing representation by women and BIPOC staff.

18F, April 2015 – Present

Executive Director (Acting) (Oct. 2017 – July 2018)

Deputy Executive Director (July 2017 – Sept. 2017)

- Provided executive and technical leadership for a Federal agency with \$32M annual spend and 130 geographically-dispersed staff.
- Responsible for achieving high quality, user-centered outcomes for client agencies using modern tools and technologies while recovering all costs in a fee-for-service model.
- Transitioned 18F from an experimental startup within government to a mature and proven agency while maintaining its innovative focus.
- Fostered an organizational culture of transparency, innovation, and delivery by working in the open, promoting user-centered, iterative approaches, and sharing best practices with clients.
- Set and achieved operational goals through sound financial management, workforce planning, business development, and client relationship management.
- Provided oversight and guidance for 20-25 concurrent projects and served as the escalation point for internal and external stakeholders.
- Developed new agency partnerships and represented 18F services and products to prospective senior level government partners.
- Represented 18F and the General Services Agency (GSA) on working groups to develop technical strategies for GSA and the Federal government, including guidance for the implementation of the Modernizing Government Technology Act.
- Served as Assistant Commissioner of 18F's parent organization, the Technology Transformation Service.

Director of Product (Acting) (Feb. 2016 – June 2017)

- Responsible for hiring, performance management, and career development of all 18F Product Managers.
- Staffed product managers to projects based on strengths, interests, and agency needs. Provided coaching, mentorship, and oversight to ensure successful delivery of projects and to manage organizational risk.
- Established account management processes, which resulted in better financial management, reduced customer acquisition costs, and improved project oversight.
- Developed detailed, standardized hiring tools to identify quality candidates and increase the diversity of 18F's candidate pool. Partnered with GSA HR to identify appropriate hiring authorities and streamline excepted service hiring practices.
- Participated in business development activities with prospective partner agencies.
- Set agency strategy and policy as a member of 18F's Senior Management Team.
- Helped lead 18F through its first change in presidential administrations and secure its continuation past the Obama years.

Product Manager (April 2015 - Feb. 2016)

Clients: United States Citizenship and Immigration Services (USCIS), General Services Administration Office of Government-wide Policy (GSA OGP), and the Federal Election Commission (FEC)

- Led the design of an interactive online version of the application for U.S. citizenship in partnership with the United States Citizenship and Immigration Services and US Digital Service, which launched to the public in August 2016. Conducted usability sessions with English language learners to validate site comprehension and design patterns. Coached USCIS staff in usability testing best practices. Facilitated working groups with legal experts to update immigration forms to use plain language.
- Developed a cross-agency journey map to identify ways to improve the user experience when sponsoring family members for a visa.
- Led discovery activities with the Department of Labor to validate the planned approach to migrate regulatory compliance activities from a paper-based process to a digital service. Recommended a pivot in strategy based on user research findings to better enable small business competition.
- Provided Agile coaching to the FEC and migrated the team to new processes and tools, including a transition from Scrum to Kanban.

Booz Allen Hamilton, May 2008 – April 2015

*Product Manager, Joint Capabilities Requirements Manager / Preferred Force Generation (Oct. 2013 – April 2015)
Defense Information Systems Agency, Ft. Meade, MD*

- Led a 21 person team to sustain and modernize two web-based applications that military planners use to rapidly identify which forces to deploy and to evaluate the risk between potential deployment scenarios.
- Managed Agile software development for a distributed team located across seven job sites.
- Served as primary point of contact for government leads, system stakeholders, and integration partners.
- Led the design, engineering, delivery, accreditation, and deployment of seven major software releases to implement new features, resolve defects, and strengthen the security posture.
- Developed a modernization plan to migrate the legacy capability to a modern architecture, including a gap analysis, technology evaluations, and a stakeholder engagement plan.
- Developed and managed the product roadmap to satisfy new user needs, changes in policy, and dynamic cost, schedule, and resource constraints.

Project Manager, Defense Industrial Base Network (DIBNet) (March 2010 – Sept. 2013)

Defense Information Systems Agency, Ft. Meade, MD

- Led a cross-functional 32 person team to develop and maintain an information sharing portal to enable the Department of Defense (DoD) and commercial companies to collaborate to protect against cyber threats.

- Planned and directed all project work, developed and maintained project plans, identified and mitigated risks, and provided technical oversight.
- Fielded a secure, accredited minimum viable product to meet an aggressive deadline set by Federal policy.
- Tailored Agile software development processes to address the client's organizational challenges, which were adopted by the client as its standard methodology across all project teams.
- Demonstrated innovation by leading the first DoD project to field a system using the DoD's Rapid Access Computing Environment (RACE) cloud computing environment and by employing National Security Agency (NSA)-certified encryption devices to enable classified communication over the public internet.
- Identified and led process improvement initiatives that resulted in security vulnerabilities being resolved 21% faster and a 22% reduction in testing time per release while reducing the defect rate by 94%. Developed a Return On Investment (ROI) analysis for further investment in test automation.
- Awarded Booz Allen's Values In Practice (VIP) award, the highest form of recognition given by the firm, awarded to staff who model the firm's core values, including integrity, teamwork, and client service.

Product Manager, Global Network Operations Information Sharing Environment (GNISE) (May 2010 –Sept. 2011)
Defense Information Systems Agency, Falls Church, VA

- Led a cross-functional 45 person team to develop the GNISE information sharing and situational awareness platform and to evolve the three applications deployed on the GNISE platform.
- Led strategy sessions to define the product vision and create an actionable product roadmap.
- Managed delivery of four concurrent applications/architectures with interdependent activities.
- Monitored delivery status and made proactive and corrective actions to meet project goals and deadlines, including reallocating resources, mitigating risks, and adjusting the team composition.
- Managed the \$11M annual engineering and operations budget to achieve project objectives while adhering to appropriation constraints and earmarks for specific applications and activities.
- Implemented processes to increase user engagement throughout the software development life cycle, from earlier feedback on system design and usability to more formalized user acceptance testing procedures.
- Conducted performance reviews for team members and identified development activities. Mentored junior staff and coached rising leaders, contributing to the promotion of 3 team members.

Product Manager, Joint Incident Management Systems (JIMS) (April 2009 – March 2010)
Defense Information Systems Agency, Falls Church, VA

- Led an 11 person team to develop a pilot for the next-generation Computer Network Defense incident management system for the Department of Defense.
- Conducted a business need assessment to identify shortcomings in current tools and processes and performed qualitative and quantitative analyses to identify the highest priorities for improvement.
- Led project outreach, conducted user research sessions, and facilitated usability testing.
- Implemented a transparent, community-focused Agile process to rapidly evolve the pilot system.
- Briefed Senior Executive Service stakeholders and military flag officers on project status, delivered presentations at stakeholder working group meetings and the NSA's Information Assurance Symposium.
- Created dashboards, charts, and briefings to monitor key metrics and visualize progress to stakeholders.
- Developed training materials for system users and conducted instructor-led training sessions, including interactive videoconference sessions for distributed users.
- Partnered with MITRE to design and facilitate an intensive two day simulation where 30 users and subject matter experts validated system functionality using realistic operational scenarios, which resulted in the government's decision to operationalize the pilot system.

Project Manager, Net-Centric Enterprise Services (NCES) (August 2008 – July 2009)

Defense Information Systems Agency, Falls Church, VA

- Led a 6 person team to develop a web application to enable stricter network access control configurations, which improved the security of specified protocols by up to 99%.
- Led a 4 person team to develop a conformance testing framework to evaluate whether web services comply with NCES security standards.

American Management Systems / CGI-AMS, October 1999 – May 2008

Software Development Team Lead, Professional Audit Support System (PASS) (June 2004 – May 2008)

Software Developer, Professional Audit Support System (PASS) (May 2001 – May 2004)

New York City Department of Finance, Brooklyn, NY

- Managed and led a team of 4 software developers to maintain and enhance PASS, the tax auditing and case management tool for the New York City Department of Finance.
- Developed modernized applications to incrementally deprecate and replace the existing legacy mainframe.
- Automated the process of selecting companies for audit, which increased Department of Finance revenue and improved the integrity and of the audit selection process.

Web Developer, e-Government Project (July 2000 – May 2001)

Pennsylvania Department of Transportation (PennDOT), Harrisburg, PA

- Designed and implemented online services for the PennDOT website, including modules to renew vehicle registrations online and locate a nearby service center.
- Developed wireframe page designs and assisted with usability focus groups.
- Ensured that all web pages designed by team members complied with Section 508 web accessibility standards.
- Awarded PennDOT's All-Star Teams of Excellence Award for performance excellence in project delivery.

Technical Analyst, Ohio Automated Title Processing System (ATPSII) (Oct. 1999 – May 2000)

Ohio Department of Public Safety, Columbus, OH

- Conducted "train the trainer" sessions for Tier I help desk employees prior to system launch and provided Tier III support to determine the root cause of software defects.
- Reviewed production issues reported by end users for potential application problems and assisted application developers in determining the cause of software defects.
- Analyzed system data and developed mappings to correct invalid legacy data during data conversion.

EDUCATION / CERTIFICATIONS

- B.S., Computer Science, Tulane University, New Orleans, LA, 1999
- Project Management Professional (PMP)
- ITIL Foundation Certificate in IT Service Management