

## **George H. Foster, PMP**

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### **Project and Program Management**

A *Project Management Institute* certified Project Management Professional who is highly mobile and possesses excellent collaborative leadership, expectation management, communication, and interpersonal skills. Particularly adept with the four elements of the Project Management Art – hands-on management, training and mentoring of other managers to institutionalize concepts, expertise with methodologies and software, and experience creating and leading project management offices.

### **PROFESSIONAL ACCOMPLISHMENTS**

Organization: Affiliated Computer Services, Inc (ACS)

Period: March to May 2008

Title: Program/Portfolio Manager

Client: Mississippi Medicaid Project

Activity: Responsible to improve project management processes - using Microsoft Project/Project Server - for this 23 million dollar per year/195 FTE contract effort, and build the disaster recovery plan. Outputs delivered include:

- Define and institute a consistent default setup of Microsoft Project 2003.
- Work with the project managers to improve their appropriate, effective, and efficient use of Microsoft Project to develop then track both
  - plans to manage Customer Service Requests for relatively minor changes
  - much longer and more detailed formal project plansin an environment where planning is to meet a series of client-negotiated delivery dates.
- Identify and resolve ambivalent Microsoft Project and Project Server behavior.
- Develop a more efficient and accurate reconciliation between hours planned and worked in Microsoft Project - with the information entered into the internal time tracking system for a given project or Customer Service Request.
- Taking the Business Recovery document that details requirements, created both an
  - executive overview showing the basic approach
  - initial project plan template designed to indicate all of the possible deliverables that may be required for any sort of recovery; this approach allows the site team to decide that a given deliverable is not required and can be removed, while maintaining and detailing the deliverables and their dependencies that are appropriate for the unfolding event.

Organization: Making Projects Work, Inc., working in association with AvAirPros and KDS Architecture, P.C. as an entity called JFKPMT

Period: March to December 2007

Title: Project Manager

Client: Delta Airlines

Activity: The overall project objective was the modernization at John F. Kennedy International Airport of Delta's Terminals 2 and 3 from facilities built for Northwest Airlines (starting in 1962) and Pan American Airways (starting in 1960) to support their adaptation to a hub for international flights. The project was fairly large in size - \$44 million, but unlike most large renovation efforts, it was not a single project, but a series (as many as 70 at certain points in time) of evolving and separately funded then tracked efforts. This complicated the tracking and funding activities. The responsibilities of this position evolved as the team jelled, and Delta completed coming out of bankruptcy. The following lists my responsibilities:

- Prepare and Update Master Summary Schedule
- Review Trade Contractor Schedules and Incorporate into Master Summary Schedule
- Prepare and Update Cost Control System
- Contractor, Trade and Consultant Invoice Tracking
- Update Project Procedure Manual
- Prepare Alerts and Contract Change Documents
- Assist with Monthly Report Preparation
- Provide Technical Support to JFKPMT Management Team
- Review Actual Field Construction Progress
- Photograph Field Progress
- Prepare Progress Reports

Organization: OLH, Inc.

Period: April to July 2006

Title: Project Management Consultant

Client: End - Polk County Florida, as a subcontractor of URS, Inc.  
Activity: Improved the program management of the Capital Improvement Program (Potable/Waste/Reclaimed Water) for Polk County - one of the fastest growing in the Country - intended to handle explosive growth in residential and commercial construction. Responsibilities included creating template project plans for plant/distribution system design and construction, revising engineering project plans for ongoing projects with responsible Professional Engineers (PE), and developing plans for new projects. Scope was a changing list of 75 projects budgeted at \$45 Million yearly.

Major challenges included:

- URS' earlier assumption of ongoing projects from a cadre of limited project management knowledgeable County employees with no formal project and limited project processes in place
- the use of 14 consulting design engineers for projects, each with its own project management and administrative procedures
- contending with low-bid builders/contractors with limited administrative and project planning capabilities
- acquiring control of real estate (via acquisition, ROW, Easement) to place plants and distribution lines from a growing list of property owners (individuals, corporations such as CSX and Verizon, and developer/investors) each with their own needs and agendas, over which the project team has no direct control, little contact, and no leverage
- acquiring approval from a variety of Federal, State of Florida, Water Conservation Districts, and both Polk and Osceola County agencies, each with their own styles and needs

all interacting in a time-delayed, slow-to-act government culture.

Organization: Lion Rampant LTD.

Period: October 2005 to March 2006

Title: Project Consultant

Client: Orlando/Orange County Convention and Visitors Bureau  
Activity: Stepped into a situation where Microsoft Project Server had been in place unused for two years to coordinate the activity of 22 departments, developed a methodology to plan events based on the business process, created over 30 templates for various kinds of events, trained key personnel to do project planning based using a dependency structure, and wrote a 60 plus page documentation of the process and procedures. Result permits, for the first time, an ability to understand and resolve resource constraints for over 160 events in a given year.

Organization: Pinnacle Technical Services, Inc.  
Period: March to September 2005  
Title: Technical Project Manager

Client: Verizon – Temple Terrace, Florida  
Activity: Developing a unique set of long-term project management structures in Verizon's data warehouse effort supporting solutions for marketing, customer support, and other needs as required by near-term demands by providing day-to-day project management support to the technical resources so status is more clear and real future planning can make meeting aggressive time lines more efficiently, effectively and less stressfully.

Organization: Lion Rampant LTD  
Period: October 2003 – March 2005  
Title: Consultant

Clients: Various in Central Florida  
Activities: Security badge control systems, marketing equipment installations, project management techniques

Organization: iGate Mastech Professional Services  
Period: September – October 2003  
Title: Project Management Consultant

Client: GE Employee Reinsurance Corporation – Overland Park, KS  
Activity: Supported the rollout of a Six Sigma-based IT Project Management Methodology.

Organization: Innolog  
Period: August – December 2002  
Title: Team Leader

Client: End -Transportation Security Administration (Innolog was a sub contractor of Lockheed Martin)  
Activity: Using a variety of skills and technologies, functioned as a contract member of the first Homeland Security Task Force assigned to assist with the federalization of airport screeners at US airports. One of the original members of the Strategic Airport Security Rollout (SASR) team trained to be deployed to multiple airports. Supported activities at Pensacola, Florida, DFW and Love Field in Dallas, Texas, and Honolulu, Hawaii.

Organization: Mastech Systems Corporation/Enterprise Network Solutions/Planning Technology Inc./Red Hat Professional Consulting (organization went through reorganizations, acquiring of an organization, and finally being acquired)

Period: November 1998 – May 2001

Title: Project Manager

Client: ATT Wireless Services - Redmond/Bothell, Washington

Activity: Managed the logistical and operational elements of an 18 month - 10 million dollar parallel (to the voice network) command and control network implementation. This involved a wildly changing list of over 60 MSC sites nationwide - Alaska to Puerto Rico/Maine to Hawaii (and documenting the true existence and location of over 40 others NOT being upgraded) while the network was expanding simultaneously through both construction and acquisition - and shrinking through site shutdowns. The effort began with a phase to perform site surveys - as many as 32 simultaneously for this effort (and a parallel companion project to expand text messaging capabilities for digital users) by sending a team of engineers to a site and physically inventorying the location. Starting with a lack of such basic information as the correct street address, and I worked to include contact and delivery information - as well as the identification of appropriate hotels/airports/train stations/mass transit availability/car rental reasonability - and expanded activity to provide accurate drawings and power assignments, then tracking site visits by project personnel, as well as confirming independently that conditions would permit implementation. Shifting to Phase II, the effort focused on the logistics of the implementation of as many as 12 sites at the same time. The implementation was so successful that our organization was tasked without competitive bidding to handle rapid response and other technical support that ATT Wireless lacked the resources to provide as the new network came on line. Additional work undertaken outside the original scope included several efforts to provide the same command and control capability to the non-cellular wireless residential and commercial market at sites supporting this product. All efforts included local subcontractors who were used to do the cable pulling and other semi-construction work at the sites.

Client:: Nortel Networks - Winnipeg, Manitoba, and Ottawa, Ontario, Canada

Activity: For a TDMA broadband wireless access implementation designed to take advantage of the telecommunication deregulation in both Europe and eventually South America, I provided the high-level project management for one release already underway when I joined the project, and the initial planning for the next release of this product while mentoring permanent staff to improve the end-to-end project planning process. Organization was a weak matrix, and was scattered from Germany to the east, Japan to the west, and Argentina and Richardson, Texas, to the south. The number of individuals involved numbered in the hundreds - if you consider the personnel tasked with the actual manufacturing of the main equipment at a location in Calgary, Alberta, - and included programmers, software/firmware/hardware designers, testers, shipping and customs resources, marketing and marketing support personnel, plus the co-ordination of the radio component being adapted by a separate, autonomous element of Nortel.

Client: IBM - through out the eastern United States  
Activity: Y2K investigation for an organization (Omnicare) supplying drugs and medical equipment in support of nursing homes and long-term care facilities. Required forcing an inventory of all equipment that might involve the use of dates, the development of potential solutions, and the establishment of implementation procedures at the pharmacy sites.

Client: United Illuminating Company - New Haven, Connecticut  
Activity: Brought project management controls to an out-of-control mainframe project involving electric utility deregulation of street light service. Included terminating existing under-performing contract programmer, selecting replacement programmers, reinstating the two-stage development plan given to (and essentially abandoned by) the previous project manager, confronting diplomatically a user accustomed to being able to change system specifications on a whim, and establishing a change management process.

Organization: New Age Software Services  
Period: June - September 1998  
Position: Project Manager

Client: Commerce Insurance Company, Webster, Massachusetts  
Activity: Handled the Endeavor change management tool installation project, a key element in bringing about a multi-million dollar co-development relationship between Commerce and PMRC, the dominant supplier of insurance software to the industry. Pushed Commerce personnel to define deliverables and dependencies, tracked status, and made reports to upper management.

Organization: Salem and Associates  
Period: November 1996 - April 1998  
Positions: Consultant/Project Manager

Client: Michigan National Bank, Lansing, Michigan  
Activity: Worked to establish project management to support both Year 2000 activity and ongoing operations. Trained project managers and developed graphic representation of data paths between applications.

Client: IBM Global Services at their Lucent Outsourcing Site in Allentown, Pennsylvania  
Activity: Managed a Sybase/Powerbuilder Upgrade project in a weak matrix, multi-level platform environment. Developed plan and tracked status in the first attempt of IBM Global Services to support Lucent outside of on-going operations.

Client: Delotte and Touche at their State of Oregon Child Support Payment Project Site in Salem, Oregon  
Activity: Acted as the program manager of the planning, scheduling and tracking process for a multi-stage child support certification project involving over 50 projects and over forty developers. Pressed team leaders to define deliverables, identify dependencies, assign resources, performed what-if analysis, and tracked status.

Organization: Adsystem

Period: June - November 1996

Position: Consultant

Client IBM Global Services, Research Triangle Park, NC

Activity: Customized the documentation, tool installation, and procedures to utilize Project Workbench in conjunction with IBM's internal development methodology (WSSDM) for over 2,000 potential users. Documentation was to be available through both Lotus Notes and corporate Intranet.

Organization: Compuware Corporation

Period: September 1995 – February 1996

Position: Consultant

Client: Kemper Insurance, in Long Grove, Illinois, and Plantation, Florida

Activity: Instituted the use of both Project Workbench and James Martin's Architect Planner to support the development of a corporation-wide cross-line insurance sales and support system.

Organization: Applied Business Technology Corporation

Period: June 1994- August 1995

Position: Engagement Manager

Activity: Institute Project Management with Project Workbench as the tool.

- Trained client's onsite and the general public in public classes in Project Management and Project Workbench in a platform training environment.
- Mentored clients on the use of the software and project management in a variety of industries, setting up policies and procedures based on the institutional memory and corporate culture.

Organization: Access, Inc.

Period: June – September 1993

Position: Consultant

Client: Tennessee Valley Authority, Chattanooga, Tennessee

Activity: Quoting from the Project Charter:

- Define in objective terms the software parameters for a product to work with MPAC (the software used to manage maintenance at fossil plants and hydroelectric dams) to:
  - support work order package enhancement in the short run by being able to include graphic images and text created in other mediums.
  - increase the detail, and hence the reliability, of work orders to make planning of scheduled and unscheduled maintenance more predictable in the long run
- To provide for a basis for either utilizing the selected software for other plant- oriented imaging needs, or for the plant to acquire an alternative package because the non-maintenance need cannot be met (as defined by the business requirements).
- Determine a method of implementing such a package, with emphasis on the total cost and effort necessary to move from the current conditions at the plants to a fully functional, image-supported based MPAC maintenance system in the LAN environment.
- Provide a basis for ascertaining the resources and procedural adjustments necessary to take advantage of the imaging capability on an ongoing basis. The assumption is that cost savings will come about for the plant not by reducing administrative/support/maintenance headcount, but by the impact of better and more efficient maintenance activity.

Organization: Computer Horizons Corporation

Period: September 1991 – April 1992

Position: Consultant

Client: Ameritech

Activity: Building on a series of all-day seminars involving Time Line, lead a project to institutionalize project management techniques (in a Stradis environment) geared to effective resource utilization for one of the so-called Baby Bells. This was a particularly difficult (but challenging) situation because the organization is involved in both new development and maintenance of existing applications with the same resource base. Produced a client-specific 150 page manual geared to providing a completely documented why and how covering the entire process. Several software packages on multiple platforms were being utilized.



Organization: Lion Rampant LTD.

Period: September 1990 – December 1994

Position: Consultant

Client: Illinois Consolidated Telephone Company, in Mattoon, Illinois  
Activity: Reverse engineered, evaluated and documented the directory-producing software and related procedures for a medium-sized telephone company moving to an AS-400. Resulting recommendation saved \$45,000 in development costs by reorganizing procedures to use software just completing development for a subsidiary. Potentially a new product for the subsidiary.

Client: Laughlin Children's Center, Sewickley, Pennsylvania  
Activity: Developed and instituted on Novell LAN based system for a non-profit educational learning center a comprehensive (over 100 table) customized database system. Areas of responsibility included billing, scheduling, accounts payable, and educational reporting.

Organization: Pittsburgh National Bank

Period: September 1989 – August 1990

Position: Senior Product Consultant

Activity: As part of an internal consulting group:

- Support user use of various microcomputer hardware and software.
- Recommend and facilitate purchase of microcomputer hardware and software.
- Recommend and develop solutions to office automation problems.
- Install and support LAN's.
- Support FileNet Image hardware and software.

Organization: Innovative Technologies Group

Period: April 1988 - September 1989

Position: Consultant

Client: American International General Marketing, Wilmington, Delaware  
Activity: As part of the ITG project team supporting a two-year, 56 application, 28 million dollar project:

- Created a System Development Control Model for application development in any combination of (1) Third Generation Languages, (2) 4GL, or (3) off-the-shelf package installation approaches.
- Developed and led a series of all-day seminars based on TIME LINE project management software, but geared not to how the software works, but how to execute projects using the ability of TIMELINE in particular (and software in general) to improve planning and resource management.
- Worked with the CASE tool Knowledgeware to help develop logical application structures, process relationships, data flows, and data stores.
- Developed, in Paradox, tools to generate reports not available via Knowledgeware.

Client: Joint (Air Force/Navy) Cruise Missile Project, Crystal City (Arlington), Virginia:

Activity:

- Developed training materials and acted as instructor for Lotus Metro, DIMAT (Document Information and Tracking) and Time Line Project Management software.
- Involved in evaluating a great variety of productivity improvement software and hardware.
- Worked on adjustment of FORTRAN and RAMIS code in several financial areas.

Organization: US Sprint Communications Company  
Period: February 1986 - December 1987  
Position: Analyst/Project Manager

Activity:

- Monitor the Corporate-level activity, and stimulate the Division-level policies and procedures to utilize the Bell Operating Companies (BOC) to act as US Sprint's billing and collection agent.
- When the policies and procedures were established, developed the administrative frame-work to support them.
- Implement the program for Atlantic Division customers meeting the agreed upon guidelines. Working guideline would cover approximately 535,000 invoices per month involving 96% of our residential customers and 6.67 million in cash flow.
- Manage the activity on an on-going basis after implementation.
- Handled directly the PABX, ACD, and data communications for department with 300 employees (and indirectly the entire 600 person division) being established for a newly created divisional structure in a totally new physical plant - including a totally new computer center.
- Acted as Security Administrator for Customer Information System (CIS) for the entire division - 600 users.
- Acted as space planner for initial department move into the new facility, and coordinated several internal shifts stimulated by rapid growth and change.
- Handled the purchase activity for major equipment.
- Supported the directly the Department's, and indirectly the entire Division's, use of Personal Computer hardware and software.
- Developed the initial structure for a PC based, mainframe-linked system for processing circuit orders. System included connections to both IBM and HP mainframe systems, dial-up capability into Bell Atlantic to file orders, and the ability, by utilizing WordPerfect, to generate quickly and accurately the documents necessary to order circuits.
- Worked on reports in both RAMIS and Mark IV.

Organization: Lion Rampant LTD.

Period: January 1984 – February 1986

Position: Consultant

Activity: Advised small businesses on the purchase/use of microcomputer hardware and software.

Organization: Warner-AMEX Cable Communications Company – at sites in Pittsburgh, Pennsylvania, and Milwaukee, Wisconsin

Period: 1981-1983

Position: Senior Data Base Manager

Activity:

- Developed, without any support within the Corporation, or others in the cable industry, the means and procedures to document the physical location of every structure in the Pittsburgh franchise, determine the street address or addresses used by that structure, and determine (and in a large number of cases assign), when necessary, a unique address (and type of customer) for every identifiable unit in the franchise - 175,000. Pittsburgh was a very difficult project, since the terrain, both physical and political, did not generate a street name and numbering system with any real consistency or discipline. Maps and other information needed to cross-check information available from governmental or commercial sources did not include the data necessary, or were not even complete and up to date enough to be more than a starting point for field and other data auditing activities. Maps used for physical cable construction were unusable, since they lacked the necessary proportionally (let alone any true scaling) to relate structures to each other, or to the eventually designed cable system, in an effective manner.
- Based on my knowledge of what maps and other information sources that were available, and how they could be utilized to deal, as a cross-referencing unit, with the problem, I was able to create procedures, hire, organize and train a staff (reaching 25 at on point) to collect the information, make it machine (computer) usable, and handle customer and customer generated inquiries about addresses and when service would or could be available. Data accuracy exceeded that of the Postal Service's Zip Plus Four information collected at the same time.
- The supporting software developed at previous Warner sites (WIN's) could not support the size of data files containing addresses and other customer information such as bills and work orders. I was part of the management team that handled the first installation anywhere of the QUIC System, developed from First Data Resources credit card billing and Zip Plus Four Postal Service systems.
- Handled password control for over 300 employees.
- Acted as Assistant Facilities Manager, overseeing telephone installation and service changes, janitorial service contract bids, building a new computer room from the bare walls, and moving activity into a new structure.

Organization: Allegheny County Department of Elections, Pittsburgh, Pennsylvania

Period: June 1976 – June 1980

Position: Data Systems and Operations Manager

Activity: Functioning as a project manager, was responsible for revitalizing almost as a start-up a poorly designed, inadequate legacy data processing system (and interrelated manual activities) supporting elections operating under detailed state legal restrictions, precise time constraints, as well as a need for 100% accuracy. Budget \$2.6 million, servicing over 800,000 active voters in 1,300 precincts in 130 municipalities. Complete data structure included 300 programs and 30+ files.

Key achievements involved:

- To support a seven site regional election day supplies/return operation, orchestrated manual activities and formulated the supporting computer activity to (1) pack the five elements of materials, (2) notify 1300 sets of election officers about pick-up of materials, (3) combat load the materials directly into delivering trucks, (4) reorganize the materials to facilitate and monitor their pick-up just prior to the election at the regional center, and (5) monitor the return of the materials, including the results, on Election night. As a result, the actual loading took only 60% of the time needed under the old approach, required only 2/3 the personnel, and functioned - from the first time - with no errors, and no re-inventory (impossible due to time constraints) prior to pick-up.
- Organized first reconciliation of records on voter file and actual cards in District Registers, and reduced by two-thirds number of times each activity stimulating registration document had to be handled.
- Programmed and administered system to allow suspension required by law of non-voters. 200,000 voters notified with 100% accuracy.
- Developed new program and administrative procedures to modify local election precincts, including instituting an ongoing location documentation of all street addresses in Allegheny County.
- Designed computer/administrative system to process and list up to 25,000 applications for absentee ballots, reduced processing time 67%, eliminating overtime.
- Reorganized and reprogrammed the updating of the master voter file. Resulting changes made report structure follow administrative practice for the first time while reducing the CPU usage by 75%. An added impact to Computer Room Operations was to make the amount of CPU time estimateable for the first time, and eliminated the last minute closing pressure at the end of each election cycle.

Organization: Allegheny County Clerk of Courts, Pittsburgh, Pennsylvania

Period: 1973 - 1976

Position: Clerk

Activity:

- Located and indexed all records regarding municipality formation and election precinct structure for the period 1788 through 1969.
- Organized and executed a manual case document control procedure for a Criminal Court of Record processing over 10,000 new cases per year.

**COMPUTER EXPOSURE INVENTORY:**

**Hardware**

IBM 370/145 OS/VSI, 8088/8086/80286/80386/80486 Pentium PC's, DEC-10, PDP11-70/RSTS, PRIME 750

**Software**

Microsoft Word/Excel/Access/Powerpoint 2003, Corel(WordPerfect) Suite 8, AmiPro/WordPro, LOTUS 123, PlanPerfect, Time Line, Clarity/Niku/Project Workbench, Microsoft Project/ Project Server 2003, Primavera P3, Architect Planner, WSDDM, Eudora, Lotus Notes 4.6, CC:Mail, XTALK (Windows), WinFax, DataPerfect, Reflex, Dbase III Plus, Smart, SmartII, Paradox, Easyflow, Visio, Harvard Graphics, Freelance Plus, COBOL, VAX and GW BASIC, FORTRAN, SPSS, MARKIV, RAMIS, DYL-280, CMIS/InfoMan, Sharepoint

**Operating Systems**

IBM (CMS/MVS), DEC, Novell Netware 286 V2.12, Windows 3.1/95/98/NT/XP, OS/2 Warp, MS/PC DOS 2.11/6.22

**EDUCATION, MEMBERSHIPS, CERTIFICATIONS:**

University of Pittsburgh, BA Political Science

Mark IV and Advanced Mark IV

Computer Tech - COBOL, BASIC, PRIME BDMS

Bates Project Management Seminars

- Project Planning for Success
- Project Execution and Control

Martin-Marietta - RAMIS

Rockwell Galaxy V ACD Sup Training

US Sprint - DYL-280 and TSO

James Martin - Architect Planner

Member – Project Management Institute (PMI)

Certification – Project Management Professional (PMP)

Licenses – State of Florida

- Life, Health, and Variable Annuity Insurance
- Mortgage Broker
- Legal Expense
- Unarmed (Class D) and Armed (Class G) Security Officer

Access Authorization - Transportation Worker Identification Credential (TWIC)