Cynthia L. Hunt
Executive Consultant

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Ms. Hunt is a deeply experienced executive, specializing in strategy, portfolio/program/project management and IT consulting to the public and non-profit sector. She has specialized in Human Services and Early Childhood programs, as well as enterprise IT projects. Formerly a Senior Vice President for American Management Systems, she served as the Deputy General Manager for the $400M State and Local practice; as well as the State Executive for Ohio, one of AMS's most successful, long-term accounts. Her strengths, based on thirty years of experience include:

- Working with evolving or challenged organizations, programs and projects, helping them to identify and address issues with business strategy, supporting organizational structures, processes, planning, operations and associated resources;
- Practice and delivery management, as well as delivery of large-scale IT initiatives ($100M+)
- Large-group or program change management and facilitation services to support resolution of difficult tasks/challenges in a group-focused manner.

ROLE SUMMARY

- Consulting Practice Lead, Executive Consultant, Optimum Technology, 2005-present
- Principal/CEO, CLH and Associates, LLC, 2005-present.
- Various roles from Senior Program/Project Manager leading to SVP and Deputy General Manager, Public Sector Service Group, American Management Systems (AMS), mid-1980's - June 2004

SELECTED EXPERIENCE

Executive Consultant, Optimum Technology **January 2005 – present**

Responsible Executive, Enterprise ServiceNow Engagement, Office of Information Technology, Ohio Department of Administrative Services (2015 – present)

- *Responsible executive for Optimum Technology for the enterprise implementation of ServiceNow, an IT Service and Business Management platform. The platform is now live on 20 executive agencies, and crosses the standard ITSM applications of Incident, Change, Problem, Portal, Knowledge, Asset, ITOM, Performance Analytics, Governance/Risk/Compliance. A Customer Service Management implementation is underway for the State's Enterprise Financial and HR organizations, replacing the Peoplesoft CRM application and integrated with the Peoplesoft ERP system.*

Executive Portfolio Manager, Cross-Agency Early Child Initiatives, Ohio Department of Administrative Services (DAS), (2016 – present)

- Led the Portfolio and Project management team for three major early childhood initiatives, reporting to the Governor's Early Childhood Officer and the DAS Enterprise Business Solutions Administrator. Formulated and support governance model across four agencies and the Governor's Office.
- Successfully delivered the Ohio Child Licensing and Quality System, a child care application used by 500 state and county employees to license and rank 10,000 providers for two major agencies. Manage PMO on behalf of the State for a multi-year maintenance and operations engagement for the Salesforce application.
- Principal author of a complex Salesforce maintenance and operations RFP on behalf of the State.
- Co-Led, with the Governor's Officer for Early Childhood and Development, the preparation of an Early Childhood strategic plan for 2018 – 2025.
- Led the requirements development and contracting for the Early Childhood Data Warehouse, for three early childhood agencies.

- Leading the development of an Early Childhood portal, which takes the more than 500 different links available in state government to parents and other caretakers and organizes them into an easily accessible front-end system.

Integrated Child Care Assessment Project and Child Care Information Data Systems (CCIDS) PM and BA Support, Ohio Department of Job and Family Services (2007 – 2016)

- Led the requirements development project for the process improvement automation of all functions for the statewide subsidized child care program, a $650M human services program. 1600 requirements were developed for the system, including the major functions of Eligibility, Authorization, Provider Licensing, Quality Rating/Awards and Provider Payment.
- In a second project, serving as a PM and PM/BA coach for the business/program effort through the implementation of multiple major modules and enhancements to the CCIDS system, including the implementation of the Electronic Child Care swipe card system (ECC). CCIDS consists of 15 different major modules, built on seven different technical platforms, with about 40 internal/external interfaces. Ms. Hunt managed/is managing various components of the $60M project, including enhancement requirements and design specifications, technical reviews and user acceptance testing.
- As a special project Ms. Hunt performed an Executive Resource Assessment of the OCLQS (SUTQ and Licensing) system and identified multiple points of significant risk. As a next step, Ms. Hunt led an implementation planning effort with the Program Office to define the tasks, roles and responsibilities for the full OCLQS implementation through multiple deliveries of software functionality across multiple audiences.

Ohio Department of Education, The Head Start Collaboration Office, (2015-present)

- Working with the Director of the Head Start Collaboration, Ms. Hunt is leading the strategic planning and implementation effort for this program.

State of Ohio, DAS Office of Information Technology (OIT), State CIO (2005 – June 2011)

- Managed the Multi-Agency CIO Advisory Council (MAC), a cross-agency CIO program, on behalf of the State CIO. The MAC, a key initiative in OIT's change management program with the 37 executive agencies, made key recommendations on:
  - Consolidation of statewide IT infrastructure and applications;
  - Enterprise technical architecture components and standards such as Wireless LAN Guidelines, Printer TCO Standards, Server Virtualization, Laptop/Desktop Hardware and data protection.
  - Reengineering of the State's IT Procurement processes, including multi-agency procurement opportunities and staff augmentation through a managed services provider (MSP);
  - Data protection and associated security, including mobile device and storage device protection, data classification, HR policies, and data sharing policies;
  - Enterprise data collaboration.
- Led or contributed to special projects for the State CIO, including:
  - Led writing team and key contributor for the CIO's Enterprise IT Statement of Direction;
  - Key contributor to the first Statewide IT Strategic Plan;
  - Key contributor to the Organizational and Customer Assessment for the Information Systems Division (SOCC);
  - Key contributor to the enterprise-level consolidated email initiative;
  - Led analysis and created recommendations for the State's steady-state ERP organization and multi-year transition plan; and
  - Staff support for the CIO in Medicaid Administrative Study Council.

PRINCIPAL, CLH AND ASSOCIATES, LLC **2005 – PRESENT**

The Early Childhood Resource Center (ECRC), 2014 – 2015

- Working with the Executive Director and Board of Directors, Ms. Hunt led the ECRC's strategic planning project for the 2015-2018 period.

The Ohio Child Care Resource and Referral Association (OCCRRA) (2013-2015)

- Working with the CEO, COO and Board of Directors, led OCCRRA's strategic planning project for 2014-2017.

Ohio Department of Education, Office of Early Learning and School Readiness (2012 – present)

- The Ohio Department of Education and the Department of Job and Family Services were awarded the RTT-ELCG grant in 2011. The grant and the Governor's Office of Early Education reform agenda represent a monumental change effort designed to upgrade the quality of care for early childhood in Ohio. For this multi-discipline change program, Ms. Hunt served as lead facilitator/PM for several initiatives:
- Supported the Governor's Early Childhood Officer and the ODE Assistant Director with charter and scope definition for various statewide workgroups focus on professional development, health care consulting and assessments, on roadmap creation for the change efforts, meeting design and facilitation, management of the associated work to prepare materials for the meetings and meeting documentation.

Cuyahoga Department of Family and Children, (2013-2015)

- Working with The JRS Group, Ltd. and reporting to the agency Director, this engagement included two major components:
- Designed and facilitated the strategic planning project for the Cuyahoga County child welfare organization, including classic strategy elements through implementation
- For a cohort of 50 agency leaders, prepared and presented major elements for their Leadership Academy program, including project and data management, strengths assessment, and crucial conversations, as well as leadership coaching for members of the executive staff.

groundWork, Statewide Child Advocacy Organization, October 2011 – August 2014.

- Designed and crafted the strategic planning project for this statewide early-childhood advocacy organization, including definition of market positioning. Engagement reported to the Executive Director. Supported implementation of the plan.

Solutions, Mental Health and Recovery Centers of Warren and Clinton County, Ohio, (2009-2012)

- Supported the very successful merger design and implementation of two mid-sized mental health non-profits. Change management program included cultural, finance, governance, HR, program/clinical, technology and communications dimensions. Evaluated technology options and supported the process redesign and implementation of new enterprise-wide mental health electronic record. Coached CEO and COO on executive-level roles and ongoing management of the merged organization; provide executive and senior staff professional development services and training. Engagement through The JRS Group, Ltd., reports to the CEO.

Cuyahoga County, Invest in Children and Tapestry Initiatives (through the JRS Group, Ltd.) (2006 – 2010)

- Assessed, designed and supported the implementation of major strategic, organizational, process, and planning action steps to make the Invest in Children (IIC) and Tapestry Initiatives more effective. IIC and Tapestry are both nationally recognized programs in human services. IIC is public/private partnership bringing together multiple enterprises on behalf of children in Cuyahoga County from pre-natal to Kindergarten. The Tapestry program pilots the concept of neighborhood wrap-around care for severely emotionally disturbed youth. Engagement through The JRS Group, Ltd., reported to the Deputy County Administrator.

American Management Systems, Incorporated	**1982-2004**
• SVP, General Manager, Public Sector Service Group	July 2003-June 2004
• SVP, Deputy General Manager, State and Local Practice	October 2002-July 2003
• VP, Regional Manager, Great Lakes Region, S&L Practice	2001-2002
• VP, Regional Manager, Midwest Region for Human Services Practice	1999-2001
• VP, State Executive for Ohio, Human Services Practice	1997-1999
• Senior Principal, Principal	1994-1997
• Project Manager for various Human Services projects	1982 - 1994

All of the projects listed below focused on State program process improvement and included full systems development lifecycle phases – requirements, design, development, all phases of testing (unit, system, integration, usability, performance, UAT) and implementation services (except for the Welfare Reform project). AMS realized in its early child support projects that implementation services were between 30-50% of the effort on the project, and included significant change management services for all affected audience with county/State business process reengineering to be successful. The high end of the range was appropriate for county-based states, like Ohio, Pennsylvania and California. The projects crossed multiple technical platforms (IBM and Unisys mainframes, client-server and web-based systems). Project teams for the DDI projects ranged from 10 (KY CARES) through 100 (CA SACCS).

As the Project Manager, Ms. Hunt was responsible for content and administrative tasks, including client management contract management, task planning, issue and risk management, methodology development/selection, quality – in short for all of the day-to-day project results. As the Responsible Executive, Ms. Hunt was responsible for oversight of the project and ensuring that the client's business goals were met, as well as for ensuring the project achieved -it's project-level goals.

Representative projects included:

- State of Ohio, Department of Job and Family Services
  - Child Support Enforcement System, from AMS Project Manager thru Responsible Executive, 1995-2004
  - Welfare Reform Implementation, Project Manager, 1997-1998
  - Integrated Client Management System, from Project Manager to Responsible Executive, 1997-2002
  - Bureau of Network Support Infrastructure Project, from Project Manager to Responsible Executive, 1998-present
  - Ohio Health Plans Management Assessment, Project Manager, 2001
- Commonwealth of Kentucky
  - Kentucky MARS, Statewide ERP Implementation, Responsible Executive
  - Kentucky CARES, Guide to Online Services, Responsible Executive, 1999-2000
  - Kentucky MTI, Master Tax Index, Responsible Executive, 2001-2002
- State of California, Department of Child Support
  - SACCS, Child Support Enforcement System, Interim AMS Project Manager, 1998-1999
- State of Wisconsin, Department of Health and Family Services
  - WiSACWIS, Child Welfare System, Responsible Executive, 1999-2004
- State of Louisiana
  - LAKIDS, Child Welfare System, Responsible Executive, 1999-200
- State of Oklahoma, Department of Human Services
  - OSIS, the Oklahoma Child Support System, Project Supervisor, 1996-199
- Commonwealth of Pennsylvania, Department of Public Welfare
  - PACSES, the Pennsylvania Child Support System, AMS (Application) Project Manager, 1994-1995

EDUCATION

- MBA, Economics and Finance, University of Chicago
- BA, Art, cum laude with departmental honors, Smith College, Architectural History and Studio Art

PROFESSIONAL REFERENCES

- Available upon request