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THE 2015 FEDERAL 100

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Trending

14M websites are reportedly vulnerable to the Factoring Attack on RSA Export Keys, or FREAK, hack

HHS CIO to get more control over HealthCare.gov

Department of Health and Human Services officials have concurred with a recommendation from the Government Accountability Office that high-risk IT programs be overseen by HHS' IT Investment Review Board, which means the CIO will have more visibility into the ongoing development and governance of HealthCare.gov.

HHS officials said they "will provide oversight through several mechanisms including the departmentwide review board and the increased responsibilities articulated within the Federal Information Technology Acquisition Reform Act."

It is one of the first concrete signs that legislation is remedying the oversight weaknesses identified in congressional hearings during the flawed rollout of HealthCare.gov in October 2013.

GAO conducted a broad inquiry into the management, planning and testing of HealthCare.gov that involved reviewing documents and data through July 2014, covering the period when developers at the Centers for Medicare and Medicaid Services were fixing HealthCare.gov for the first open-enrollment season and when they were preparing for the open-enrollment season that kicked off last November.

Auditors found that even after full functionality was restored to the service, problems with project management, systems testing and oversight persisted. For example, they said that in the race to meet the launch deadline, functional requirements were cleared for development without the approval of the appropriate CMS officials.

> Even with a new governance process, GAO said, "CMS has not consistently and appropriately approved requirements" for HealthCare.gov.

Even with a new governance process instituted in June 2014, "CMS has not consistently and appropriately approved requirements," the GAO report states.

Until a system for documenting the approval process for new functionality is in place, "CMS may not establish a shared understanding of requirements with its contractors, potentially resulting in critical system functionally not providing needed capabilities," auditors warned.

According to HHS leaders' response to the GAO report, that shortcoming has been addressed with an approval system that requires sign-off from officials who supervise contractors.

Despite improvements in testing procedures, GAO found that some plans lacked key elements. HHS officials conceded that testing remains a work in progress and said teams at CMS are standardizing testing documents and policies. GAO auditors also want CMS to improve its scheduling process.

HHS officials concurred with all the recommendations in the report.

GAO also criticized the Office of Management and Budget for not selecting the HealthCare.gov project for a TechStat accountability session, which would have required project managers to explain the status of flagging development efforts. Although HHS had the primary role in choosing its own projects for TechStat reviews, GAO said OMB had the authority to intervene and target high-risk projects for closer scrutiny.

— Adam Mazmanian

FCW CALENDAR

4/1 **IT modernization**
Commerce CIO Steve Cooper and FDIC CIO/Chief Privacy Officer Barry West are among the many speakers at FCW's ModernGOV Summit. Washington, D.C.
FCW.com/moderngov

4/2 **Cybersecurity**
Cyber Command's Adm. Michael Rogers and DHS' Phyllis Schneck are scheduled to speak at AFCEA DC's Cybersecurity Technology Summit. Washington, D.C.
is.gd/FCW_afcea_cyber

4/22 **Small business**
ACT-IAC's 9th Annual Small Business Conference will feature a track dedicated to transformation technology. Washington, D.C.
is.gd/FCW_sbc15

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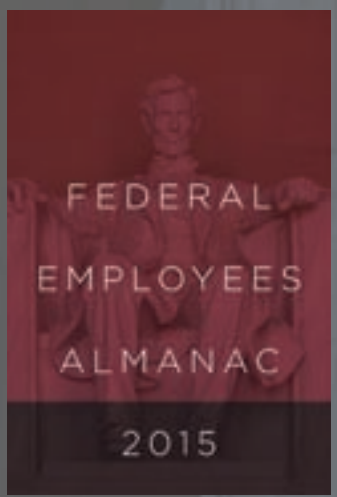

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3,000 DOD cybersecurity employees can be hired under the Schedule A authority granted by OPM on March 5

Top cyber leaders warn Congress about sequestration

Top military cybersecurity commanders told Congress in early March that a return to sequestration-level spending would be a major setback for U.S. cyber forces, which have been steadily maturing.

The spending cuts would significantly affect U.S. Cyber Command's ability to defend Defense Department information networks, National Security Agency Director Adm. Michael Rogers, who also leads the command, told the House Armed Services Committee's Emerging Threats and Capabilities Subcommittee.

The automated spending cuts mandated by the Budget Control Act of 2011 are set to return in fiscal 2016, unless new legislation overrides them.

At a separate hearing, a top Democrat on the House Appropriations Committee's Defense Subcommittee said there were "insurmountable obstacles" in moving that legislation forward.

Military cyber leaders testifying with Rogers echoed his warning. Sequester-level spending would throw a "monkey wrench" in the Navy's network modernization plans, said Vice Adm. Jan Tighe, commander of Navy Fleet Cyber Command. The Navy's planned $1 billion in cyber spending from fiscal 2014 to 2020 is "built on the premise that our future budgets will not be drastically reduced by sequestration," she added.

Lt. Gen. Edward Cardon, commander of Army Cyber Command, said sequestration would disrupt the Army's ongoing process of consolidating its information networks and could leave weapons systems vulnerable by depriving them of software upgrades. Furthermore, some members of the cyber workforce the Army has built up in recent months might have to be laid off, he added.

Rogers said sequestration threatens other non-IT aspects of cybersecurity because funding might fall short for a project to build the Cyber Command's infrastructure. He also expressed concern that sequestration could increase the likelihood that DOD's cyber workforce would leave for jobs in the private sector, which often offer higher salaries.

— Sean Lyngaas

FCW INSIDER

Johnson takes over as Energy CIO

The Energy Department will replace interim CIO Don Adcock with Michael Johnson, who was assistant director for intelligence programs at the White House's Office of Science and Technology Policy.

Adcock retained his position as deputy CIO when he took over the acting CIO position last September after Bob Brese left government for the private sector. Adcock resumed his full-time focus on the deputy position when Johnson began his new job on March 9.

Johnson will manage policy and oversight of DOE's $2 billion IT budget, which is spread across more than 25 national laboratories and facilities that enable federal missions that range from advanced research to nuclear security. As interim CIO, Adcock led initiatives in open data, cloud computing and energy-efficient IT strategies.

Halvorsen named CIO at DOD

Terry Halvorsen

Terry Halvorsen, who had been acting CIO at the Defense Department since May 2014, dropped the "acting" from his title on March 8. Halvorsen, who served as the Navy CIO for four years before stepping into the DOD role, spoke with FCW on March 9 about his push to explore the potential of public/private data centers.

"If we can pull this hybrid [data center model] off...we will absolutely lower the cost of operation," he said.

USDA's Cook steps down

Agriculture Department CIO Cheryl Cook stepped down on March 6. Joyce Hunter, USDA's deputy CIO for policy and planning, has been named acting CIO.

USDA officials confirmed Cook's departure but offered no reason for it. Cook, who is among the 2015 Federal 100 award winners, could not be reached for comment.

Sonny Hashmi leaving GSA

General Services Administration CIO Sonny Hashmi is taking a job in the private sector.

Hashmi confirmed his departure plans to FCW on March 10, saying he would transition out of GSA in early April. He declined to name his new employer.

An industry executive said Hashmi has been contemplating a change for some time, including CIO roles at other agencies, "but then an interesting opportunity in the private sector came along, and he decided to take it."

— FCW staff

18 months is NSA Director Michael Rogers' estimate for when the military will have cyber offensive capabilities

IN THE IT PIPELINE

WHAT: A request for research proposals in the area of natural communication with computers from the Defense Advanced Research Projects Agency.

WHY: Instructions given to computers must typically be understood without context or any of the factors that give texture and unspoken specificity to human conversation. DARPA's announcement uses the instruction "add one more" as an example. A child looking at an assemblage of blocks might understand possible responses from the physical context, while a computer would find the request ambiguous.

DARPA's new Communicating with Computers program "seeks to develop technology to facilitate communication between humans and machines, which we take to mean technology for assembling complex ideas from elementary ones given language and context."

The program isn't necessarily looking to develop artificial intelligence, but DARPA is not exactly ruling it out either. Technical challenges posed in the announcement include developing a sensing apparatus to facilitate communications tests, building a software library of elementary concepts to guide communications, designing software that builds on complex ideas by combining language-based instruction and physical context, and developing ways to understand whether machines are truly communicating with people.

FULL LISTING:
is.gd/FCW_DARPA_BAA

Next-gen telecom contract draws unconventional interest

Managers of the General Services Administration's $50 billion emerging telecommunications contract say they want to open it up to contractors other than traditional providers.

In a conference call with reporters in early March, Mary Davie, assistant commissioner of GSA's Office of Integrated Technology Services, said the agency was structuring the contract so that companies could submit individual bids or partner with others to offer the necessary services.

GSA released a draft request for proposals in February for the Enterprise Infrastructure Solutions (EIS) acquisition that will be the foundation of the Network Services 2020 strategy. Industry comments on the draft RFP are due March 30, and a final RFP is expected by July. GSA plans to award the EIS contract by the end of fiscal 2016.

Industry observers have voiced concerns that the EIS contract could favor more traditional telecom carriers by requiring core services that other companies might not be able to offer as effectively.

But Fred Haines, EIS program manager in GSA's Office of Network Services Programs, said that although the EIS draft RFP requires contractors to cover four mandatory services — virtual private networks, managed networks, regional telecom and Ethernet — there are 12 other categories that fit "right into the wheelhouse of systems integrators."

The draft RFP seeks to widen the playing field in a number of ways, including reducing geographic network coverage requirements for providers. "Major players could bid the whole thing," he said, while other companies could address smaller geographical areas.

Industry experts have also said companies might choose not to bid on EIS given the multiple sources for federal agencies to buy telecom goods and services, including GSA's Schedules program and various governmentwide acquisition contracts.

"We're not building a GWAC," Davie said, but something that can provide more targeted capabilities. For instance, EIS and the NS2020 strategy seek to simplify ordering and management of an ever-widening pool of telecom services and capabilities. Users will be able to put together specific packages of services according to their needs, she added.

— Mark Rockwell

Matt Goodrich
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STEVE KELMAN is professor of public management at Harvard University's Kennedy School of Government and former administrator of the Office of Federal Procurement Policy.

When telework really works

The results of a Chinese company's well-documented experiment with telework hold important lessons for federal managers

I recently read a report in Harvard Business Review about an experiment conducted at a company called Ctrip, China's largest travel agency, on a topic that has been the subject of much debate and controversy in the U.S. government: telework.

In a nine-month experiment that involved employees of the company's call center, the staff was divided into two groups. Members of one group continued doing their jobs at the office, and members of the other group performed their work from home.

The company did not do what is often done in such circumstances — namely, it did not solicit volunteers for telework and then compare their performance with those who chose to work at the office. The problem with comparing volunteers and non-volunteers is there might well be differences between the two types of people that influence performance.

Instead, the company solicited volunteers and then divided that group based on whether individuals had an odd- or even-numbered birthday. The comparison was thus between two groups whose members had all volunteered to work remotely.

The groups continued to work the same shifts with the same managers and equipment as before, allowing a before-and-after comparison for each group. The company also kept extensive, computerized records of the times employees were working, the sales they made and the quality of their interactions with customers.

The results were fascinating. During the nine months of the experiment, teleworkers' productivity increased 13 percent compared with those employees' baseline, while the productivity of those who stayed in the office was unchanged.

Most of the productivity gains came from increased working hours because teleworkers took fewer breaks and sick days. Productivity per minute worked was also somewhat greater, however.

> Teleworkers' productivity increased 13 percent, while the productivity of those who stayed in the office was unchanged.

Employees stated in a survey that the quiet of working at home made them more efficient.

Turnover during the nine-month experiment was 50 percent less for teleworkers than for those in the office. Telework, of course, also economizes on office space, one of the most important reasons the company undertook the experiment.

There was an unexpected result, however: After the experiment was over, half the teleworkers asked to return to the office, and three-quarters of those who had stayed in the office turned down an offer to telework. Why? People complained they were lonely when they worked at home — long live the office cooler (or its Chinese equivalent)! This suggests that perhaps telework should be a part-time thing (though there might be issues with duplicating the office-assigned equipment some employees use).

These results should be carefully noted by federal personnel managers and policy-makers. However, there are two important reasons that the results might not be transferable to a government environment.

First, Ctrip had good quantitative performance measures for work input, output and results. If an agency does not have those, the productivity results might be negative in the absence of a supervisor's ability to observe employee behavior directly.

Second, the jobs were performed by individuals in isolation. For work that must be done in teams, physical interaction might well be better than a virtual team environment.

But the overwhelming news from this important study is that telework, under the right conditions, really works. I believe this study should ignite a movement to find more federal workplaces where it can be used. ■

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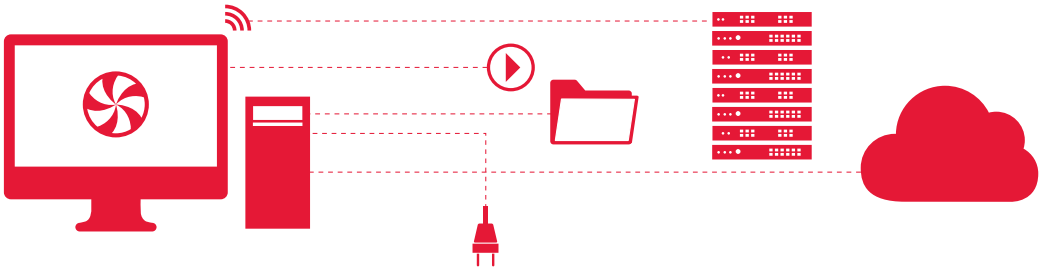

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Commentary | DAVID McCLURE AND THOMAS ROMEO

DAVID McCLURE is chief strategist at Veris Group, and **THOMAS ROMEO** is president of Maximus Federal Services.

Security-proofing agency business processes

Technology and business teams must come together to address the risks to systems and software that increasingly reside in cloud-based environments

At their core, virtually all government agencies are process-driven, and this is especially true in direct citizen- and business-facing agencies. Systems and software that are driven by business processes are increasingly being implemented on top of service-oriented or cloud-based infrastructures, and they are becoming intertwined with security and privacy compliance.

Too often in government, business and security risk assessments are conducted as formalities and in a rather disjointed fashion. Information security/technology teams usually do not know the business processes and therefore focus their risk assessments on specific threats and "cool" technologies streaming out of industry. Consequently, in investment review board meetings, CIOs are unable to justify the need for new security protections or products in business terms.

Conversely, agency business process managers and executives often know their processes and what data is important for them, but they most likely lack knowledge of the underlying technologies. As a result, risk-centered vulnerabilities get lost in the discussions — until a significant security event happens.

To resolve the disconnection, agencies must do a better job of integrating data security specifications into business process execution via rules, algorithms and models. They must also understand how certain business-based rules can address service delivery efficiencies but introduce high risks that essentially compromise security and/or privacy. On the other hand, applying unnecessarily burdensome security measures to a low-risk business process can result in unneeded expense and poor customer service. Finding the right balance is challenging in a security paradigm that must understand the nuances of interactions among the users, business processes and business object layers in public, private and hybrid cloud environments.

> Recent high-profile security breaches reveal the serious nature of unexamined business rules that drive data access.

Recent high-profile security breaches reveal the serious nature of unexamined business rules that drive data access. In a recent Ponemon Institute survey of major U.S./European companies, 71 percent of users said they had access to data they should not see. "Employees commonly have too much access to data, beyond what they need to do their jobs, and when that access is not tracked or audited, an attack that gains access to employee accounts can have devastating consequences," the report states.

To help close the security gap, we suggest four critical action steps:

1. Make sure executives understand and support the need for proper security. Build relationships between the business and security teams, and gain an understanding of their roles. Make joint decisions on appropriate measures for the business processes.

2. Don't reactively bolt security onto your business operations. Create management approaches that integrate security/privacy impact assessments into the development cycle of digital business processes. Express the risks in business terms, and don't gum up the interaction with technical or overly complex procedures. A few timeless questions are essential: Do you know how someone could break into your systems? Could you detect it and how quickly? Do you know what the worst impacts would be on your business and its customers?

3. Stay informed! Conduct ongoing risk assessments and continuous monitoring exercises that jointly engage and inform business process managers and security/privacy managers. Remember that situations change when process rules change and/or new software-driven digital services are introduced. Increasingly focus your efforts on analytical capabilities that use automated continuous monitoring tools.

4. Require evidence-based controls testing. Although security audits and certifications have become commonplace for cloud-based IT environments because of security/privacy challenges, focus on the near- or real-time capabilities of the security steps in your business process execution. ■

100 REASONS FOR POSITIVE THINKING

After several years of cutbacks, a steady stream of agency-bashing and some very high-profile IT flameouts, it feels like tempting fate to say this but: Things are looking up.

The challenges of 2014 were no walk in the park, of course — and the near shutdown of the Department of Homeland Security just last month made clear that agency funding might never be free of drama again. Increasingly, though, the challenges seem to be substantive and surmountable rather than an endless scramble to hold dysfunction at bay.

Cybersecurity threats might be multiplying, but the tools to counter them — and agencies' collaborative use of those tools — are rapidly improving as well. Moves to the cloud that only recently seemed risky are now so straightforward that they barely merit attention. Congress passed real IT acquisition reform, updated the Federal Information Security Management Act and mandated data transparency standards that will resonate far beyond agency spending information. Feds even got a raise — albeit small and long overdue.

The women and men profiled in these pages were chosen for the work they did in 2014, and their accomplishments run the gamut. We have change agents, economizers, innovators and managers who seem to work magic with IT at government scale. Read through the short summaries, and we think you'll agree: Some great things were achieved last year.

The power of the individual informs FCW's coverage every day, but with this issue, we take time to really spotlight and celebrate it. Federal IT would not function without people like this year's Federal 100. And although the larger trends of 2014 might be debatable as harbingers of happiness, reading these 100 reminders of what one person can accomplish makes it hard to do anything but smile.

— The editors

Congratulations to the men and women from government, industry and academia named to the FCW Federal 100. Your dedication helps to showcase how IT can be put to good use to help our government better serve its citizens.

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FEDERAL 100 JUDGES

FCW receives hundreds of nominations for the Federal 100, and an independent panel of judges reviews every one to identify the most worthy winners each year. The experts, many of them past winners themselves, are the Federal 100's "secret sauce," and FCW is grateful for their time and expertise. This year's panel is profiled below.

Daniel J. Chenok

Executive Director
IBM Center for the Business of Government

At IBM, Chenok combines his deep knowledge of how government works with his business experience in the private sector. He started his career in government as branch chief for information policy and technology at the Office of Management and Budget and moved to the private sector in 2003.

Mary Davie

Assistant Commissioner of Integrated Technology Services
General Services Administration

A career public servant and acquisition expert, Davie is responsible for the largest fee-for-service IT procurement and services operation in the U.S. government. She is also deeply involved in the broader federal IT community, having served as president of the American Council for Technology and as an ACT-IAC Executive Advisory Council member. Davie has been a Federal 100 winner three times — in 2007, 2011 and 2013.

Lt. Gen. Robert Ferrell

CIO
U.S. Army

Ferrell rose to the rank of sergeant before being commissioned as an Army Signal Corps officer in 1983. He has been deployed to Bosnia and Iraq and has commanded at every level from platoon to major subordinate command. Among many other decorations, Ferrell has earned the Defense Superior Service Medal and the Bronze Star. He took over as the Army CIO in December 2013.

Terry Halvorsen

CIO
Defense Department

Halvorsen began his career as an Army second lieutenant. He shifted to civilian service in 1985 and held a wide range of executive positions at the Navy, including deputy commander for the Naval Network Warfare Command. His first Senior Executive Service position was executive director of the Naval Personnel Development Command, and training and workforce development have been particular points of emphasis throughout his career. He was appointed acting CIO at DOD last May after four years as Navy CIO, and assumed the permanent DOD position on March 8.

Joseph Klimavicz

Deputy Assistant Attorney General for Information Resources Management and CIO
Justice Department

Klimavicz, who assumed the Justice Department CIO role in 2014, has served in the federal government for nearly three decades. He began his federal career as an imagery scientist at the CIA and has held key IT leadership posts at the Defense Department and the National Geospatial-Intelligence Agency. He won a 2011 Federal 100 award for his work as CIO at the National Oceanic and Atmospheric Administration.

Stephen Rice

Assistant Administrator for the Office of IT and CIO
Transportation Security Administration
Department of Homeland Security

Rice has been at TSA since 2002 and served as deputy CIO for more than four years before taking his current post in 2013. He also spent more than a decade at the Secret Service in both technical and intelligence roles and served at the Commerce Department. He won a Federal 100 award in 2012.

Lisa A. Schlosser

Deputy Associate Administrator
Office of E-Government and IT
Office of Management and Budget

In a role that is often described as the deputy U.S. CIO, Schlosser manages the office and the agenda for the U.S. CIO. She brings decades of experience at agencies as diverse as the Environmental Protection Agency, Department of Housing and Urban Development, and Transportation Department. In addition, she serves as a military intelligence officer in the U.S. Army Reserve and was deployed to the Middle East for a year during the Iraq War. She won a Federal 100 award in 2008.

David M. Wennergren
Senior Vice President for Technology Policy
Professional Services Council

Wennergren, who won FCW's Eagle award in 2007, has chaired Federal 100 judging several times. He moved to the private sector in 2013 and now leads PSC's technology policy efforts. His long career at the Defense Department includes serving as the deputy CIO and as the Department of the Navy's CIO. He is a past vice chairman of the CIO Council and has also served on multiple Eagle award judging panels.

Tim Young
Principal
Deloitte Digital

Before joining Deloitte as a top technology strategist in 2009, Young served as the Office of Management and Budget's deputy administrator for e-government and IT. Prior to OMB, he worked for the U.S. House of Representatives, the Heritage Foundation and a range of consulting firms. He has won Federal 100 awards twice — at OMB in 2009 and at Deloitte in 2013.

Eagle judges

From each year's Federal 100 winners, a separate slate of judges selects two Eagles — the most distinguished government and private-sector individuals among those 100 top talents. Once an individual has won an Eagle award, he or she is retired from future consideration for Federal 100 awards. Many former Eagle winners serve as judges for the program.

Teresa Carlson
Vice President of the Worldwide Public Sector
Amazon Web Services

Eagle Award for Industry 2013

Carlson brings more than 20 years of business experience to bear in assessing the accomplishments of IT leaders. Before her current position at Amazon, she was vice president of federal government business at Microsoft, where she won a 2009 Federal 100 award for her work.

Karen Evans
National Director
U.S. Cyber Challenge

Eagle Award for Government 2004

Evans was the federal CIO before the job carried that title when she capped a 28-year government career by serving as administrator of e-government and IT during the George W. Bush administration. She remains involved in a wide range of federal IT and broader education initiatives in science, technology, engineering and math. She now leads a nationwide talent search and skills development program focused specifically on the cyber workforce.

David McClure
Chief Strategist
Veris Group

Eagle Award for Government 2012

Until mid-2014, McClure was associate administrator of the General Services Administration's Office of Citizen Services and Innovative Technologies. Before GSA, he was Gartner's managing vice president for government research, and he also spent 18 years at the Government Accountability Office, where he conducted wide-ranging reviews of major systems development. At Veris Group, he works closely with federal and state agencies to implement cloud strategies that can improve mission results.

Patrick R. Schambach
Partner
Schambach and Williams Consulting

Eagle Award for Government 2003

Through more than a three-decade career in government — including time at the Secret Service and as employee No. 6 at the Transportation Security Administration — Schambach developed deep expertise in security and law enforcement. Today, he uses that expertise in private practice to shape solutions for nagging security issues.

David M. Wennergren
Senior Vice President for Technology Policy
Professional Services Council

Eagle Award for Government 2007

Wennergren, who won FCW's Eagle award in 2007, has chaired Federal 100 judging several times. He moved to the private sector in 2013 and now leads PSC's technology policy efforts. His long career at the Defense Department includes serving as the deputy CIO and as the Department of the Navy's CIO. He is a past vice chairman of the CIO Council and has also served on multiple Eagle award judging panels.

THE 2015 WINNERS

Capt. Michael N. Abreu
U.S. Navy

Robert L. Anderson III
Department of the Navy

Ken Asbury
CACI International

Carrie Banahan
Office of the Kentucky Health Benefit Exchange

Robert Barnes
Coalfire Systems

Laura Boehm
Department of Defense

Teresa Bozzelli
Sapient Government Services

David A. Bray
Federal Communications Commission

Courtney Bromley
IBM

Lauren Buschor
Department of the Treasury

Sheila Campbell
Peace Corps

Lt. Gen. Ed Cardon
U.S. Army

Chris Chilbert
Department of Homeland Security

Eric Byungkee Cho
U.S. House of Representatives

Beth F. Cobert
Office of Management and Budget

Judy Cohen
Aquilent

Ray Coleman
Department of Agriculture

Rep. Gerry Connolly
U.S. House of Representatives

Kathy Conrad
General Services Administration

Cheryl Cook
Department of Agriculture

Kathleen T. Cowles
Deep Water Point

Kevin Cox
Department of Justice

Brandee Daly
Amazon Web Services

Laura A. Delaney
Department of Homeland Security

Kathryn Edelman
U.S. Senate

Laura E. Egerdal
Securities and Exchange Commission

Mark C. Elbert
Department of Energy

Kay Thayer Ely
General Services Administration

Robert Fortner
Department of Homeland Security

Helen Goff Foster
Department of the Treasury

Amanda G. Fredriksen
General Services Administration

Jim Ghiloni
General Services Administration

Greg Godbout
General Services Administration

John Goodman
Accenture Federal Services

Matt Grote
U.S. Senate

Lt. Gen. Ronnie D. Hawkins Jr.
Department of Defense

Amy Herchek
Texas Department of Public Safety

Rick Holgate
Department of Justice

Hudson Hollister
Data Transparency Coalition

John P. Hynes Jr.
TASC

Joel D. Jacobs
The MITRE Corp.

Jay Johnson
Department of the Air Force

Jon Johnson
General Services Administration

Carol Ann Jones
Department of Defense

John R. Kahler Jr.
Department of the Army

Kay Kapoor
AT&T Government Solutions

Chris Kearns
Lockheed Martin

Laura Knight
Department of the Navy

Jolene Lauria-Sullens
Department of Justice

Karen F. Lee
Office of Management and Budget

Col. Robert Lyman
U.S. Air Force

Colleen Makridis
National Reconnaissance Office

Colleen Manaher
Department of Homeland Security

William "Bill" Marion II
Department of the Air Force

J. Eric Markland
Department of the Navy

Catherine Marschner
Millennium Challenge Corporation

Alejandro Mayorkas
Department of Homeland Security

Lt. Cmdr. Tom McAndrew
U.S. Navy

Timothy J. McBride
Department of Commerce

Kymm McCabe
Value Storm Growth Partners

Thomas McCarty
Department of Homeland Security

Luke McCormack
Department of Homeland Security

Harlin R. McEwen
International Association of Chiefs of Police

Kartik K. Mecheri
Karsun Solutions

Jeff Mohan
AT&T Government Solutions

John Montel
Department of the Interior

Frederick D. Moorefield Jr.
Department of Defense

Rear Adm. Nancy Norton
U.S. Navy

Lt. Col. Michael G. Olmstead
U.S. Army

Andy Ozment
Department of Homeland Security

Gaurav "GP" Pal
Smartronix

Larry Payne
Cisco

Lt. Col. Mollie Pearson
U.S. Army

Venkatapathi Puvvada
Unisys Federal Systems

Jeffrey Reczek
Office of Management and Budget

Robert A. Reichelmann Jr.
Department of the Army

Thomas Romeo
MAXIMUS Federal

David F. Rubin
FBI

Trevor H. Rudolph
Office of Management and Budget

Timothy Rund
Microsoft

Charles A. Santangelo
Department of Homeland Security

Thomas Sasala
Department of the Army

Ari Schwartz
Executive Office of the President

Himanshu S. Singh, M.D.
Department of Veterans Affairs

Bryan Sivak
Department of Health and Human Services

Laura J. Stanton
General Services Administration

Richard Struse
Department of Homeland Security

T.A. Summerlin
Federal Communications Commission

Tina Sung
Partnership for Public Service

David Tillotson III
Department of Defense

Danny Toler
Department of Homeland Security

Abe Usher
HumanGeo

Steven VanRoekel
U.S. Agency for International Development

Kathy Warden
Northrop Grumman Information Systems

Col. C.P. Watkins
U.S. Army

Maj. Gen. Robert Wheeler
Department of Defense

Wayne R. Willcox
Armstrong State University

Doug Wolfe
Central Intelligence Agency

Brig. Gen. Garrett S. Yee
U.S. Army

Jeffrey Zients
Executive Office of the President

GERRY CONNOLLY:

FITARA'S FORCE MULTIPLIER

BY ADAM MAZMANIAN

Rep. Gerry Connolly (D-Va.) tells a story about his first week as an elected official, when he was a member of the Fairfax County Board of Supervisors and asked about the return on investment on the technology budget.

"Folks looked at me like deer in the headlight," Connolly said. At the time, technology was managed like a commodity. "Somebody went around with a clipboard and asked, 'How many computers do you need?'"

In his 14 years in local government, Connolly worked hard to change that approach. "We made investments compete against each other, [and] we absolutely asked people to talk about and analyze the force-multiplier effect — the improvement in the quality of service or the productivity gains that could be made," he said.

That experience laid the foundation for Connolly's work in Congress, which began in 2009 and last year included co-sponsoring the most sweeping IT reform legislation in two decades. With his track record of advocating for public servants and industry partners in the federal IT community, Connolly provided expertise and ideological cover to efforts by Rep. Darrell Issa (R-Calif.) to pass the Federal IT Acquisition Reform Act.

The legislation, an update to the Clinger-Cohen Act, bounced around Congress for two years and earned near-unanimous support in the House while going ignored in the Democrat-controlled Senate, where there was reluctance to act on a bill tagged with the Issa brand.

The White House did not have much to say about FITARA when it came up in hearings featuring then-federal CIO Steven VanRoekel, even though the bill embraced and codified a variety of administration initiatives.

"The Office of Management and Budget never came out and embraced it. They never really helped us," Connolly said. "We got it done without them being much of a participant one way or the other."

His advocacy helped Issa push the bill on a bipartisan basis. At the staff level, relationships among tech policy experts on the Oversight and Government Reform Committee helped build support and were instrumental in obtaining and incorporating feedback from industry, which was cool to a few aspects of the legislation.

Perhaps the biggest boost for FITARA was unexpected: the epic fail that was the launch of HealthCare.gov. That event focused attention on federal IT like never before, but it still couldn't push FITARA over the finish line in 2013. Finally, in 2014, a version of the bill that included enhanced CIO authorities, a renewed push for data center consolidation and strategic sourcing initiatives passed both chambers as part of the National Defense Authorization Act and was signed into law.

Yet for Connolly — whose focus on IT, agency employees and the companies that partner with government now spans two decades — it's still just a small step toward reducing waste and duplication in government IT spending and generating better outcomes.

"I am chagrined at how far behind some of our federal agencies really are when it comes to the effective deployment of technology," he said. "The good news is we start from a point of such inefficiency that our productivity and efficiency gains initially, assuming full implementation, are going to be quite large, and the savings that come from that will also be quite large."

DAVID WIEGOLD

VENKATAPATHI PUVVADA:

THE COALITION BUILDER

BY TROY K. SCHNEIDER

Venkatapathi Puvvada is not your typical corporate chieftain.

He has the accomplishments, to be sure: The 23-year veteran of Unisys, known to nearly everyone as PV, is now a four-time Federal 100 winner. In 2010, he was named Government Contractor CTO Innovator of the Year by the Northern Virginia Technology Council and Washington Technology. And after several years as vice president of Unisys' civilian agency business then seven months as acting president of Unisys Federal Systems, Puvvada was formally tapped for the top job in early March.

He has doubled the staff in Unisys' Application Modernization Center of Excellence and saw the company's federal projects receive excellent performance ratings across the board. In a declining market, Unisys' federal business grew organically by 10 percent in 2014, and the company won more contracts in the final two quarters than it had in years.

And yet the man still answers his own office phone.

That cheerful approachability "is who I am," Puvvada said. "You don't assume anything is handed to you. You are no different than your colleague, even if they are working for you.... At the end of the day, to be humble is an attribute that is really important for people to understand."

Moreover, he said, it's important to remember "not only where you came from, but who you need to work with." That list almost always includes collaborators in government and at other companies — one reason why Puvvada is so active in industry groups such as the Professional Services Council, where he is currently a board member, and the Industry Advisory Council.

"We cannot solve the [big] problems as an individual company," he said. "But leveraging the strength of the industry or the strength of the government, we can change things.... It doesn't happen unless you collaborate, unless you share what you have."

Success stems from more than smiles and sharing, of course. Puvvada has aggressively sharpened Unisys' federal strategy and put a special focus on complex enterprise-level cloud projects. The General Services Administration's cloud-based email system is a Unisys project, as is the Internal Revenue Service's cloud storage initiative. And Puvvada's team recently helped the Interior Department become the first agency to move its SAP system securely to the cloud.

"The thing we've done very well," Puvvada said, is "take really hard things...the heart of critical systems and data, to the cloud, and do it securely with good success." In most cases, he added, the firm has been able to "deliver the economics of 35 to 50 percent cost savings."

And with all of Unisys Federal Systems now his responsibility, Puvvada acknowledged that the work and learning curve could be daunting — but don't expect him to develop tunnel vision or stop picking up the phone.

"When you have so much business pressure, it's easy to double down [on the company]," he said. "And you ought to do that — that's important. But it's more important to reach out and engage to build coalitions to solve bigger problems."

Such coalitions pay dividends for the business, but there's a bigger obligation as well. "The expectation should be that you should give back to the community," Puvvada said. "That's how we make the future generation of leaders."

ZAID HAMID

CAPT. MICHAEL N. ABREU

ROBERT L. ANDERSON III

KEN ASBURY

CARRIE BANAHAN

ROBERT BARNES

Capt. Michael N. Abreu

Program Manager
Naval Enterprise Networks Program Office
U.S. Navy

The navigator. Abreu has overseen the daunting task of migrating the Navy to the next phase of its massive intranet, and he did it ahead of schedule. The Las Vegas native successfully minimized the disruption one might expect from moving 300,000 computer stations to the Next Generation Enterprise Network. The transition promises to save the Navy $20 million a month, and its impact will be felt at all levels. Among other improvements, fleet CIOs will have an easier time ordering IT products and services.

Robert L. Anderson III

Chief
Vision and Strategy Division
HQMC C4
Department of the Navy

A vision for data security. Many of the Marine Corps' major IT strategy documents have been penned by Anderson. His gift for strategizing is now focused on what's next for mobile security in the military. "As the devices are becoming more and more security-conscious…now let's talk about the security of the data," said Anderson, who has tested commercial mobile devices for security flaws on simulated Marine Corps networks. For him, the key to data security lies in using platforms to map "how you manage the security of the data from an enterprise perspective."

Ken Asbury

President and CEO
CACI International

Service through security. Security is Asbury's top priority no matter what organization he serves. A former translator and interpreter for the U.S. Army Security Agency (now the U.S. Army Intelligence and Security Command), he became president and CEO of CACI International in 2013, just in time to lead the company's largest acquisition to date — an $820 million deal for Six3 Systems that allows CACI to deliver intelligence solutions to the national security community. Asbury is also a thought leader on security and co-authored a paper for the company's Asymmetric Threat Symposium last year.

Carrie Banahan

Executive Director
Office of the Kentucky Health Benefit Exchange

Connecting Kynect. Kentucky successfully launched an online health benefit exchange to support coverage under the Affordable Care Act. Dubbed Kynect, the state's website worked as advertised, unlike the buggy HealthCare.gov, and much of the credit goes to Banahan, a civil servant with more than three decades of experience in health policy and insurance regulation. As the chief health policy adviser to Kentucky's governor, Banahan spearheaded Kynect's rollout with a focus on core functionality and added a mobile app in 2014 to help Kentuckians get enrollment assistance on their smartphones.

Robert Barnes

Public Sector Practice Director
Coalfire Systems

Cloud campaigner. Barnes is a dedicated proponent of helping agencies comply with the Federal Risk and Authorization Management Program. He provides free training in cloud technology and was instrumental in Coalfire's development of a platform called FedRAMPcentral, which helps agencies learn about and adopt secure cloud computing solutions. Three months after the platform was deployed, it was supporting more than 30 agencies and 100 commercial providers. His training efforts and work on FedRAMPcentral helped save the government $10 million to $20 million in 2014.

Laura Boehm

Senior Cybersecurity Architect/Engineer
Defense Department

IT architect. Boehm could simply be known as "the architect." Her job is to ensure that DOD's IT infrastructure can withstand a cyberattack. As a consultant to Cyber Command, she helps create plans for defending those networks, and some of her most important work has been on the Joint Regional Security Stacks, a set of IT tools designed to give DOD administrators better visibility into network traffic. JRSS will not mean fewer cyberthreats but, ideally, better responses to those threats. And Boehm is a big reason for that.

Teresa Bozzelli

President
Sapient Government Services

Cyber defenses and social change. Bozzelli is actively involved in community outreach for the Children's Inn at the National Institutes of Health, which offers a home-like environment for sick children and their families. And she is determined to create a better environment for government employees. Under her leadership, Sapient acquired a cybersecurity consulting firm in February 2014 and soon afterward built a platform that helps agencies create meaningful experiences for citizens and employees in an ever-changing digital environment. The government benefited, and the acquisition and platform also helped Sapient increase its 2014 revenue by 48 percent.

David A. Bray

CIO
Federal Communications Commission

The original change agent. If you don't know who Bray is, you must not spend much time online. He drove the FCC's massive consolidation of IT systems, which are down from 207 to 64 and moving quickly to the cloud, and he managed both the technical and public-perception challenges during the FCC's net neutrality comment period. But he is perhaps best known for his commitment to transforming the culture in government. Bray labored both publicly and privately throughout the year to urge others to become agents of change in their agencies.

Courtney Bromley

Vice President of Homeland Security and Law Enforcement
IBM

Overdelivering, from the ground up. The agencies that work with her — which include the Department of Homeland Security, the Justice Department and the U.S. Agency for International Development — have experienced Bromley's level of commitment firsthand, and none benefited more than the FBI. In 2014, Bromley led an effort to create a dedicated server manufacturing line to build the systems the bureau needed to meet one of its critical program and delivery milestones. In doing so, Bromley and IBM were able to help the agency achieve its goals while saving millions of dollars.

Lauren Buschor

CIO
U.S. Mint
Treasury Department

Making data the coin of the realm. Buschor didn't have much time to settle into her role as CIO at the U.S. Mint before she inherited some major projects. Shortly after starting in January 2014, she took over a $600 million contract that was due for delivery in October. And after she'd been at the Mint for only nine months, she helped launched a new order management system that replaced a 14-year-old legacy system and allows officials to use data analytics in unprecedented ways. According to Deputy Director Richard Peterson, "Lauren is pioneering a culture of confident, data-driven decisions."

TERESA BOZZELLI

DAVID A. BRAY

COURTNEY BROMLEY

LAUREN BUSCHOR

SHEILA CAMPBELL

LT. GEN. ED CARDON

CHRIS CHILBERT

ERIC BYUNGKEE CHO

BETH F. COBERT

Sheila Campbell

Director of Digital Integration
Peace Corps

Digital do-gooder. Mention "Peace Corps," and IT innovation is not usually the first thing that springs to mind, but Campbell could change that. She spent a decade with the Peace Corps before shifting to the General Services Administration in 2001 and returned in 2014 with the goal of modernizing the agency. And by moving the Peace Corps to the cloud through GSA's Google Apps for Government platform, she is off to a good start. A pilot effort switched several hundred employees — working everywhere from D.C. to Rwanda — to cloud email in a matter of weeks.

Lt. Gen. Ed Cardon

Commander
U.S. Army Cyber Command
U.S. Army

Building a cyber corps. The Army is in the midst of an IT overhaul, and Cardon is one of the most important people involved. He has overseen the establishment of a cyber-specific career branch in the Army and the Joint Force Headquarters-Cyber to better support combatant commanders. Less tangible is a mindset of greater cyber awareness that officials say Cardon sends down through the ranks. He will get an even greater opportunity to shine now that the Army's CIO has called for the establishment of 41 cyber protection teams.

Chris Chilbert

Deputy Executive Director
Enterprise Business Management Office
Department of Homeland Security

IT management sherpa. Chilbert knows his way through the complex IT management paths at one of the largest federal agencies because he has blazed many of them himself. In addition to providing day-to-day leadership of tech strategy, architecture, governance, policies, and development and oversight of IT initiatives, he oversees strategy, acquisition and governance of more than $6 billion in IT spending at DHS. His ability to manage complex issues such as enterprise architecture, data analytics and IT integration has made him a model for other federal IT managers.

Eric Byungkee Cho

Counsel for Acquisition Policy
Oversight and Government Reform Committee
U.S. House of Representatives

A force for FITARA. Cho was a key player behind the scenes on the Federal IT Acquisition Reform Act, which went through multiple iterations as it moved from a draft proposal to finished legislation in a bitterly divided Congress. He was instrumental in collecting and synthesizing feedback and advancing the bill across party lines and across chambers of Congress. Cho has since left the Hill, but it's good that he waited. According to one of his legislative colleagues: "If Eric hadn't been there, FITARA wouldn't have gotten done."

Beth F. Cobert

Deputy Director for Management
Office of Management and Budget

Manager-in-chief. Cobert took charge of reinvigorating the President's Management Council and advancing the administration's management agenda. She also established a data benchmarking effort for widespread agency use. All the while, she juggled workforce issues, cybersecurity breaches and leadership transitions during a year in which OMB launched the U.S. Digital Service, named a new U.S. CIO, brought in a handful of private-sector tech gurus and issued guidance on information security.

Lockheed Martin

Congratulates Chris Kearns

On Receiving the Prestigious
Federal 100 Award

Your leadership, innovation and dedication help operate, maintain and defend one of the world's largest and most critical private networks: the DoD Information Network.

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We never forget who we're working for®

JUDY COHEN

RAY COLEMAN

REP. GERRY CONNOLLY

KATHY CONRAD

CHERYL COOK

Judy Cohen

Vice President
Aquilent

Ms. Fix-It and more. Cohen played a crucial role in the successful relaunch of HealthCare.gov in time for open enrollment in 2015. She and her team provided full life-cycle support for the relaunch, developing the tool that streamlined the application process while enhancing website security. Cohen also led the creation and development of the Centers for Medicare and Medicaid Services' first Amazon Web Services hosting capability. In addition, she is mentoring six rising leaders at Aquilent, has held many leadership roles in ACT-IAC and volunteers at the Children's Inn at the National Institutes of Health.

Ray Coleman

CIO
Natural Resources Conservation Service
Agriculture Department

Agile hero. When tasked with fixing the multiyear Conservation Delivery Streamlining Initiative, Coleman adopted an agile "fail fast" methodology and turned the massive IT project around in one year by delivering incremental capabilities one step at a time with a small budget. Tim McCrosson, a policy analyst at the Office of Management and Budget, said Coleman had "the courage to go against the grain and do something that hasn't been done in a long time."

Rep. Gerry Connolly

Congressman
U.S. House of Representatives

Reforming IT acquisition. Without Connolly's support, the Federal IT Acquisition Reform Act might have languished in Congress as a pet project of controversial Rep. Darrell Issa (R-Calif.). Instead, Connolly will monitor the law's implementation from his perch on the Oversight and Government Reform Committee. Rep. Elijah Cummings (D-Md.) called Connolly "a true leader in efforts to improve the federal government's acquisition and use of information technology." And although Issa has joked that Connolly has often been "the bane of my existence," he praised his colleague for being an "advocate for technology and improvement in the government sector."

Kathy Conrad

Principal Deputy Associate Administrator
Office of Citizen Services and Innovative Technologies
General Services Administration

All about the outcome. Look closely at almost any governmentwide IT initiative and you're likely to find Conrad involved behind the scenes. In 2014, those efforts — which included 18F, the Presidential Innovation Fellows, identity management and cloud security, to name but a few — kicked into another gear as she ran OCSIT in an acting capacity for much of the year. Conrad put extra effort into making sure FedRAMP steadily improved and keeping all the stakeholders in the loop as the program evolved.

Cheryl Cook

CIO
Agriculture Department

Mission matters. Being an effective CIO takes more than technical prowess; a thorough understanding and clear connection with the mission are essential as well. That's what makes Cook so successful as USDA's CIO: She is deeply familiar with how programs work and how they're implemented thanks to her experience in other areas of the department. Last year, she helped USDA expand the technological support for its highly mobile workforce beyond email and launched an innovative mobility management-as-a-service platform.

Kathleen T. Cowles

Principal
Deep Water Point

Reinventing an institution. As industry chair of the 2014 ACT-IAC Executive Leadership Conference, Cowles reinvented one of the community's signature venues for discussion and planning — and, more important, created an incubator for several key ideas that continue to influence federal IT long after ELC adjourned. In shifting from lectures and speaker panels to open meetings and real conversations, she convinced skeptical stakeholders that, although ELC "wasn't broken," it could be much better and more collaborative. The outcomes and the community feedback suggest it was a change well worth making.

Kevin Cox

Assistant Director of Information Security Technologies
Justice Department

The risk reducer. Cox was responsible for launching two key programs in 2014. He led the push to change the way the Justice Department manages supply chain risk in its IT acquisition, as required by Congress. And he helped establish an Insider Threat Prevention and Detection Program as part of a White House effort to tighten access controls and evaluate potential risks posed by employees and contractors. Additionally, Cox led a team that responded to 7,000 incidents in 2014 and made sure the White House was kept apprised of progress on Justice's security posture.

Brandee Daly

Federal Account Executive
Amazon Web Services

Leading the migration flock. Daly faced a daunting task when she was charged with helping the intelligence community move more than 1,000 applications to the cloud. Now, nearly one year after successfully accomplishing that mission, she is helping intelligence agencies transition their operations and management to the cloud while also educating government and contractors about the changing landscape of the systems integrator community. The IC's new technical capability marks a major shift in information sharing and will save the government millions of dollars.

Laura A. Delaney

Deputy Director of Network Security Deployment
Office of Cybersecurity and Communications
Department of Homeland Security

Enhancing Einstein. Delaney is the acquisition expert behind one of the government's most valuable tools for thwarting cyberattacks. The intrusion-detection program known as Einstein is designed to give DHS a view into the security of federal civilian networks. For the program to work, DHS must have traffic-scanning agreements with telecom providers, which Delaney has helped forge. It has not been easy: Negotiations between DHS and AT&T reportedly stalled over liability issues. But thanks to Delaney's efforts, Einstein now detects and blocks malicious traffic on a massive scale.

Kathryn Edelman

Director of Governmental Affairs Investigations
Homeland Security and Governmental Affairs Committee
U.S. Senate

Pushing FITARA over the finish line. The Federal IT Acquisition Reform Act sailed through the House on a bipartisan basis, but the legislation cooled in the Senate. Edelman helped push FITARA over that last tough mile and got buy-in from key Senate constituencies on various committees and in multiple areas of jurisdiction so the measure could be inserted in the Defense authorization bill. Edelman distinguished herself, even among top legislative staffers, for her knowledge of the underlying issues and her strategic acumen.

KATHLEEN T. COWLES

KEVIN COX

BRANDEE DALY

LAURA A. DELANEY

KATHRYN EDELMAN

LAURA E. EGERDAL

MARK C. ELBERT

KAY THAYER ELY

ROBERT FORTNER

HELEN GOFF FOSTER

Laura E. Egerdal

Director of Digital Strategy
Office of Public Affairs
Securities and Exchange Commission

The MIDAS touch. Egerdal helped lead the redesign of the SEC.gov website while also moving it to the cloud. And she led the design and development of the SEC's Market Information Data Analytics System, which combines advanced technologies with empirical data to promote better understanding of markets. In just two months, often working nights and weekends, Egerdal delivered the new visualization tool and saved the agency thousands of dollars.

Mark C. Elbert

Director of the Office of Web Management
Energy Information Administration
Energy Department

Electric management style. Elbert's keen management of DOE's main report-generating website, EIA.gov, is speeding the creation of market reports and allowing greater access to the department's immense datasets. Along the way, he fostered in-house development of Web applications and championed the creation of innovative online tools such as the U.S. Energy Mapping System, which played a key role in a recent agreement by the U.S., Mexico and Canada to create energy infrastructure maps covering all of North America.

Kay Thayer Ely

Director of IT Schedule 70
General Services Administration

Schedule management at scale. Being tapped in 2011 to refurbish one of the federal government's most popular, revered and sprawling acquisition vehicles hasn't intimidated Ely. She broadened the big picture at Schedule 70 by raising customer loyalty scores from 7.2 to 8.0, increasing state and local sales by 38 percent, improving efficiencies and strengthening key relationships. She hasn't missed the details either: Ely implemented an initiative to renegotiate base prices for many of the largest contracts and nailed down discounts of 3 percent to 46 percent off original prices.

Robert Fortner

Director
Technology Solutions Division
Transportation Security Administration
Department of Homeland Security

Air traffic control for IT. Fortner has mastered the bewildering world of data that ensures safe air travel. In his role as head of TSA's Office of Intelligence and Analysis, Fortner and his team of more than 400 employees and contractors run the Secure Flight and PreCheck programs that are central to the agency's multilayered security. He also oversees systems that analyze data to assess the risks individuals might pose and is responsible for speeding the processing of trusted populations, such as Defense Department personnel, through airport checkpoints.

Helen Goff Foster

Deputy Assistant Secretary for Privacy, Transparency and Records
Treasury Department

Transparency czar. Foster's influence on government transparency extends beyond the Treasury Department. Her leadership was critical in developing the National Strategy for Trusted Identities in Cyberspace and the president's legislative cybersecurity proposals, and her 2014 efforts arguably prompted the first reference to information privacy in a State of the Union address since 1981. At her home agency, she has overhauled information compliance programs and reduced pending Freedom of Information Act requests by 40 percent. She also initiated a digitization program that reduced storage costs for paper records by more than 15 percent.

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AMANDA G. FREDRIKSEN

JIM GHILONI

JOHN GOODMAN

MATT GROTE

Amanda G. Fredriksen

Assistant Commissioner of Strategy Management
Federal Acquisition Service
General Services Administration

Making modernization work. Fredriksen is the key to GSA's modernization of the federal acquisition process. As program manager for the Integrated Award Environment's System for Award Management, she supercharged GSA's move to the Common Acquisition Platform, whose goal is to make GSA the government's destination for acquisition support and services. Fredriksen quickly assembled a team of experts in technical, acquisition, help desk, and agency and vendor support to implement short-term fixes for what her managers believed was a flagging system and deploy a long-term strategy.

Jim Ghiloni

OASIS Program Executive Director and Acting Director of Acquisition Operations
General Services Administration

Setting a new contracting standard. Ghiloni led a team that designed a groundbreaking federal services contract and blazed a trail for an interactive acquisition strategy that offers unparalleled transparency. GSA's One Acquisition Solution for Integrated Services multiple-award contract set a new standard for how the federal government builds complex contracts. Ghiloni's process embraces industry input and provides timely information for existing contractors and new small-business entrants. He also harnessed GSA's Interact platform to share information on requirements, pricing and evaluation criteria.

Greg Godbout

Executive Director
18F
General Services Administration

The techie shepherd. A year ago, Godbout and a handful of other former Presidential Innovation Fellows brought a brainchild to life. 18F started as a team of 12 techies at GSA's Washington headquarters and has grown into a nearly 100-person operation spread across the country, with plans to open a San Francisco office in the works. Along the way, Godbout recruited and hired dozens of software developers, product managers and designers with the goal of bringing a more agile approach to government and improving everyday processes.

John Goodman

Chief Operating Officer
Accenture Federal Services

Acquisition visionary. Goodman has a deep well of experience in federal IT acquisition, and he brought his background as a former deputy undersecretary of Defense to bear on his leadership of the Professional Services Council's effort to gather its member companies' thoughts on improving federal IT acquisition. The Acquisition and Technology Policy Agenda, released in July, is designed to serve as a guide to the organization's advocacy efforts and spur innovative thinking on government acquisition. It also augured the continuing expansion of PSC, including the recent addition of the TechAmerica Foundation.

Matt Grote

Senior Professional Staff Member
Homeland Security and Governmental Affairs Committee
U.S. Senate

A fighter for FISMA. Congress has been looking for a way to modernize the Federal Information Security Management Act for more than six years. In the last Congress, Grote was instrumental in crafting a compromise plan that moved federal network protection from paper-based compliance to continuous monitoring and clarified authorities among key agencies. He and his colleagues drafted legislation that brought together stakeholders in the federal government and members of both parties and unanimously passed the full Senate at the end of the legislative session.

Lt. Gen. Ronnie D. Hawkins Jr.

Director

Defense Information Systems Agency
Defense Department

The gatekeeper. Hawkins has one of the hardest jobs in federal IT: to help protect the Pentagon's global information networks, which are under unrelenting cyberattack. The DISA director has managed it by making progress on vast projects such as the Joint Regional Security Stacks, a collection of servers, switches and software tools intended to give network operators better visibility into the traffic on those networks. JRSS might not win headlines, but it is the kind of labor-intensive project that will make DOD networks more secure.

Amy Herchek

Program Manager

Texas Joint Crime Information Center
Texas Department of Public Safety

A model for information sharing. The Homeland Security Information Network succeeds only if state and local agencies can put it to good use, and Herchek's work on Texas' Operation Strong Safety program is proof of what's possible. As part of a data-driven effort to reduce human and drug trafficking along the U.S./Mexico border, OSS has used HSIN to dramatically improve situational awareness and collaboration for the 15 federal, state and local law enforcement agency partners. Herchek has been the program's driving force by training users, troubleshooting obstacles and agitating for greater agency participation.

Rick Holgate

Assistant Director and CIO

Bureau of Alcohol, Tobacco, Firearms and Explosives
Justice Department

Getting his ACT together. Holgate has a busy day job as CIO at ATF. But it's what he does off the clock that makes him a premier ambassador for the federal IT community and a role model for aspiring government techies. As president of the American Council for Technology, he oversaw the makeover of the well-attended ACT-IAC Executive Leadership Conference. "He has inspired many other leaders to get involved in improving government outside of their day jobs," said former IAC Chairman Jim Williams.

Hudson Hollister

Executive Director

Data Transparency Coalition

Data junkie. Although he studied to be a lawyer, Hollister has spent his career developing policy aimed at replacing paper documents with machine-readable data. He quit a job at the Securities and Exchange Commission because he felt the agency was slow-walking data policy and took a job on Capitol Hill, where he drafted early versions of the Digital Accountability and Transparency Act. As founder of the Data Transparency Coalition, Hollister cajoled legislators to pass a tough version that opened up government spending data. Now that the bill is law, he is keeping an eye on implementation.

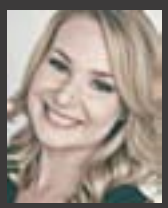
John P. Hynes Jr.

President and CEO

TASC

A CEO who thinks bigger. Hynes had plenty to keep him busy in 2014 with his day job. Like many companies that have long focused on best-value offerings, TASC needed to change rapidly as "lowest price, technically acceptable" became the norm, and Hynes steered the firm to a merger with Engility that was finalized last month. Yet he also made time to focus on the broader community by serving as a board member of the Capital Area Food Bank and actively supporting the Intelligence and National Security Alliance's work on cyber intelligence and the Intelligence Community IT Enterprise.

LT. GEN. RONNIE D. HAWKINS JR.



AMY HERCHEK

RICK HOLGATE

HUDSON HOLLISTER

JOHN P. HYNES JR.

JOEL D. JACOBS

JAY JOHNSON

JON JOHNSON

CAROL ANN JONES

JOHN R. KAHLER JR.

Joel D. Jacobs

Vice President and CIO
The MITRE Corp.

Sharing success. In 2014, Jacobs saw a need for improvement and an opportunity to capitalize on emerging technology to implement IT solutions before challenges could become problems. To that end, he helped MITRE's customers by increasing understanding of their strategic requirements and creating new processes for engaging with them. He used crowdsourcing tools to triple the number of research ideas and increase MITRE's social media presence by 100 percent. Jacobs works with federally funded research and development centers and nonprofit organizations to help them achieve the same success.

Jay Johnson

Chief of the Analysis and Integration Division
Air Force Safety Center
Department of the Air Force

Migration maestro. Johnson and his team were the brains behind the Air Force Safety Automated System's successful migration to Amazon Web Services — an effort that received the Defense Department's first cloud authority to operate and helped trim subsequent approval processes from 18 months to six weeks. AFSAS is considered to be the most mature safety reporting and surveillance tool in DOD and is widely used by other agencies. In the process, Johnson effectively created the road map for cloud acquisition at DOD.

Jon Johnson

Team Leader for Enterprise Mobility
Federal Acquisition Service
Government Services Administration

Mr. Mobility. Along with his leadership of the Enterprise Mobility Program, which includes GSA's Wireless Federal Strategic Sourcing Initiative and the Managed Mobility Program, Johnson was a key contributor to the Mobile Technology Tiger Team that developed tougher security requirements. He also led the effort to complete Action Item 5.5 on President Barack Obama's Digital Government Strategy, which required GSA to set up a governmentwide mobile device management program. Through those labors and more, he has become a sought-after expert in how to cope with the flood of new wireless technologies and services.

Carol Ann Jones

Program Analyst
National Leadership Command Capabilities Management Office
Defense Department

The linchpin. Jones defies the belief that the administration and Congress can't work together. She has been at the forefront of a congressionally mandated review of the military's command, control and communications system, which includes nuclear capabilities. She has led teams in charge of improving the cryptography and information assurance behind the system by working with allies, Congress and other agencies. Jones has also brought advances in interoperable cryptography to senior government officials. One colleague describes her as the linchpin for DOD's move to more IP-based command and control.

John R. Kahler Jr.

Chief of the Joint On-demand Interoperability Network
Communications-Electronics Command
Department of the Army

The JUICE man. Kahler helps run the Joint Users Interoperability Communications Exercise, an annual test of systems integration and network operations by U.S. agencies and allies. His quest for interoperability is motivated by the communications difficulties first responders experienced during the Sept. 11, 2001, attacks, and though he has been involved in the exercise for years, his efforts led to a breakthrough in 2014: It was the first time participants from the Department of Homeland Security, the U.S. military and state emergency operations centers were able to communicate seamlessly.

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LAURA KNIGHT

JOLENE LAURIA-SULLENS

KAREN F. LEE

Kay Kapoor

President
AT&T Government Solutions

Transforming a telco. Kapoor took over AT&T Government Solutions in 2013 and has led the transformation of a telecom-first company into an information solutions leader in the federal space. That emphasis — and the growing cadre of former government executives she has recruited who know the politics as well as the technology — produced wins for several key agency programs in 2014, including cloud-based secure 911 for the Defense Department and enterprise mobile for a key executive office. Kapoor also puts serious time into mentoring and area charities, including serving as chairwoman of the American Heart Association's fundraising ball.

Chris Kearns

Program Director of Global Information Grid Services Management-Operations
Information Systems and Global Solutions
Lockheed Martin

Network security specialist. As the leader of a team that maintains the Defense Information Systems Network, Kearns is responsible for one of the government's most critical cyber systems. In 2014, he and his team merged DISN's global operations centers and implemented an advanced configuration system that improved the network's efficacy and reduced annual spending by $5 million. Moreover, his efforts facilitated development of the first Joint Regional Security Stack in support of the Defense Department's Joint Information Environment.

Laura Knight

Sea Warrior Program Manager
Program Executive Office for Enterprise Information Systems
Department of the Navy

Acquisition ace. Knight has been a catalyst for change in the Navy's primary IT acquisition program for nontactical operations. In 2014, she sought to modernize the Sea Warrior Program, which seeks to rapidly identify and implement affordable IT solutions to Navy business and readiness problems, by streamlining procurement and management. Along the way, she transformed the Navy's model for business IT acquisition and implementation. Her innovative approach has been widely adopted and lauded for its efficiency and high return on investment.

Jolene Lauria-Sullens

Deputy Assistant Attorney General and Controller
Justice Department

A force for financial integration. As the top financial manager at the Justice Department, Lauria-Sullens played a leading role in implementing a single, integrated financial system across the department's components. The new Unified Financial Management System takes over accounting and other functions for the FBI, the Drug Enforcement Administration and other big-name Justice agencies. The off-the-shelf solution covers 28 business processes, eliminates redundancies, promotes visibility into departmentwide spending and provides real-time data to users. That's no small project — and Lauria-Sullens was able to do it while maintaining a clean financial audit throughout the transition.

Karen F. Lee

Chief
Office of Federal Financial Management
Office of Management and Budget

Making the Data Act work. Supporters in Congress and the open-government community trumpeted the Digital Accountability and Transparency Act as heralding a new era in financial transparency. The law's architects left it to executives inside the government to make it work, however, and declined to provide a dedicated funding source. Lee is leading the effort to create — and have agencies adopt — consistent definitions, formats and taxonomies to facilitate the publishing of financial data in an open, extensible format, and do so according to the aggressive schedule prescribed in the statute.

Col. Robert Lyman

Director of Communications and CIO
Air Mobility Command
U.S. Air Force

In-flight communication. Lyman worked with the Defense Information Systems Agency to field a portal for in-flight Internet access on military aircraft, saving the Pentagon an estimated $40 million annually. He also accelerated the Air Mobility Command's use of "electronic flight bag" devices to cut printing costs and make it much easier for pilots to access the information they need. Lyman is fast on the ground and in the air: He was able to get funding to provide wideband satellite communications for three aircraft in just six months.

Colleen Makridis

Deputy Division Chief
Communication Service Engineering
National Reconnaissance Office

Cloud community organizer. Makridis finalized the intelligence community's first unclassified cloud services contract vehicle and created NRO's "dev in a day" model for cloud procurement. In establishing a $100 million, five-year blanket purchase agreement, she united industry and intelligence agencies, expedited software acquisition via the Amazon Web Services Marketplace and paved the way for unprecedented research, development and information sharing. The cloud vehicle and efficient processes she developed have been adopted by five intelligence agencies and influenced the CIA's commercial cloud contract.

Colleen Manaher

Executive Director of Planning, Program Analysis and Evaluation
Office of Field Operations
U.S. Customs and Border Protection
Department of Homeland Security

More intelligent border security. Manaher understands the critical line CBP walks with U.S. border security: Officials must find new technologies to combat terrorism and smuggling without impeding crucial trade and tourism traffic. Fortunately, she has a talent for integrating technologies such as RFID and biometrics with intelligence systems. She also successfully manages mission-critical programs such as the Western Hemisphere Travel Initiative with the State Department, CBP's Land Border Initiative and a biometric/biographic entry/exit program.

William "Bill" Marion II

Chief Technical Officer
Air Force Space Command
Department of the Air Force

The unifier. Marion is reshaping the way airmen and women communicate. Under his guidance, unified communications have taken flight in the Air Force, and he played a crucial role in deploying a mobility solution that allows users to encrypt and decrypt sensitive email messages and access 100,000 native applications. Next on his to-do list is expanding access to data via a private cloud. Marion also has social-media savvy: He has kept the federal IT community informed of the latest trends with more than 11,000 tweets.

J. Eric Markland

Director of Ashore Modernization and Integration
Navy Information Dominance Forces
Department of the Navy

The JIE realist. Markland is one of the people taking the Joint Information Environment, a Defense Department-wide initiative to standardize IT security, from abstraction to reality. He made sure security needs were considered in the process of moving the Navy's intranet to the Next Generation Enterprise Network, one of the steps on the road to JIE, and led the team that created a framework for managing NGEN service operations. His success might have something to do with what one colleague describes as an "infectious enthusiasm."

COL. ROBERT LYMAN

COLLEEN MAKRIDIS

COLLEEN MANAHER

WILLIAM "BILL" MARION II

J. ERIC MARKLAND

ALEJANDRO MAYORKAS

LT. CMDR. TOM McANDREW

TIMOTHY McBRIDE

KYMM McCABE

Catherine Marschner

Data Program Manager
Millennium Challenge Corporation

Data for a cause. Marschner has led the open-data charge at the Millennium Challenge Corporation, making it one of the most transparent government organizations worldwide. Thanks to her efforts, Publish What You Fund ranked MCC first among U.S. government agencies and third globally in the transparency of its aid data. In addition, MCC was the only U.S. agency to create its own implementation schedule under the International Aid Transparency Initiative. Marschner has also looked beyond MCC, working closely with other development agencies to integrate foreign aid data across the government.

Alejandro Mayorkas

Deputy Secretary
Department of Homeland Security

Cybersecurity workhorse. Mayorkas has not only taken on the daunting job of managing the daily operations of one of the largest federal departments and its 240,000 employees, he has also been an active proponent and practitioner of cybersecurity at DHS. His weekly Cyber Wednesday meetings with department leaders, his skillful leadership during high-profile cybersecurity incidents such as the Heartbleed vulnerability, and his staunch support for cybersecurity skills development within and outside the agency have earned him the respect and trust of DHS employees, industry leaders and privacy advocates.

Lt. Cmdr. Tom McAndrew

Tactical Cyber Special Projects Lead
Office of Naval Research
U.S. Navy

Cyber Sherlock. In addition to managing a dozen research projects at ONR related to cyber and electronic warfare, McAndrew is also the lead cyber investigator for the Office of Naval Intelligence's inspector general and has volunteered to help the director of national intelligence with insider threats. In the latter role, he has facilitated closer collaboration between the intelligence community and private cloud providers, and his enthusiasm for cloud technology has helped agencies get more from their cloud adoption.

Timothy McBride

Director of Operations
National Cybersecurity Center of Excellence
National Institute of Standards and Technology
Commerce Department

Cyber smarts. The National Cybersecurity Center of Excellence at NIST was formed to accelerate the adoption of best practices for cybersecurity across public and private networks. McBride is helping industry advance its cybersecurity game even further by leading the establishment of the nation's first Federally Funded Research and Development Center for cybersecurity in support of NCCoE. The cybersecurity FFRDC is a budget-conscious way to support the design and adoption of security platforms by the industries that need them.

Kymm McCabe

President and CEO
Value Storm Growth Partners

Reinventing acquisition. McCabe dramatically repositioned ASI Government for a changing market during her four years as CEO, which culminated in February with a carefully planned handoff to Timothy Cooke. More important to the community, however, was the Acquisition of the Future movement that she orchestrated. By bringing together thought leaders from government, industry and academia to fundamentally rethink federal acquisition and carefully crafting the collaboration process, McCabe displayed a deft grasp of the dynamics of change. Those efforts have set the stage for an acquisition system that better reflects the critical role of IT.

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THOMAS McCARTY

LUKE McCORMACK

HARLIN R. McEWEN

KARTIK K. MECHERI

JEFF MOHAN

Thomas McCarty

Director

Identity, Credential and Access Management Program Management Office
Department of Homeland Security

A singular effort. McCarty's dynamic leadership of the ICAM office has accelerated ID management at DHS, with single-sign-on capabilities and strong personal identity verification efforts leading the way. He and his team enabled single sign-on for more than 195,000 users for mission-critical and commonly used business applications, and aggressively moved DHS components to meet PIV card use requirements. McCarty is also known for being generous with his expertise and sharing lessons learned and success stories within DHS and with the wider cybersecurity community across government.

Luke McCormack

CIO

Department of Homeland Security

CIO dynamo. McCormack gets kudos for the way he's overseen IT operations at one of the most complex and IT-centric agencies in the federal government, but he also takes a wider view of federal IT. As vice chairman of the CIO Council, he's shown a keen understanding of the group's mission and consistently reached out to industry leaders for advice. Along the way, he has become a critical federal CIO voice in reform initiatives such as Acquisition of the Future, which seeks to bring together government and industry leaders to transform federal acquisition practices.

Harlin R. McEwen

Chairman

Communications and Technology Committee
International Association of Chiefs of Police

A force for first responders. McEwen has a talent for bringing together both communities and complex technologies. Through IACP, he worked to integrate various identity, credential and access management frameworks in the public safety community — an effort that Kshemendra Paul, program manager for the Information Sharing Environment, termed "hugely successful." And as chairman of FirstNet's Public Safety Advisory Committee, McEwen aligned work on the nationwide first responders' emergency communications radio network, which includes the next-generation 911 system and the Department of Homeland Security's efforts to enhance emergency communications.

Kartik K. Mecheri

Co-Founder and Chief Architect

Karsun Solutions

Freeing the cloud. Mecheri has spurred agile development at the General Services Administration with an eye to boosting efficiency. He has been instrumental in helping GSA move away from traditional waterfall development to agile and other methods that stress communication, collaboration and use of the cloud. His influence has extended to GSA's agile delivery team and innovation lab 18F. Essentially, Mecheri and his team created a robust repository of proven, free code for federal agencies to reuse.

Jeff Mohan

Executive Director of GSA Programs

AT&T Government Solutions

Smooth transitions. Mohan helped agencies tackle one of their biggest challenges: transitioning from the General Services Administration's existing Networx telecommunications contract to the upcoming Network Services 2020. He co-chaired an ACT-IAC working group that identified and prioritized major challenges and opportunities related to the transition. The result was a report — "NS2020 Transition Excellence: 12 Suggestions to Improve Velocity, Efficiency and Transparency" — that helps agencies begin the planning process early and supports a three-year transition, cutting previous transition time frames by 50 percent.

John Montel

Acting Associate Deputy CIO
Interior Department

Rethinking records. As agencies struggle to keep up with ambitious goals established by the White House and the National Archives and Records Administration to put records management on an electronic footing, they could look to Montel as a model. His efforts have trimmed 200 records schedules at 14 sprawling Interior bureaus into a single, enterprisewide approach. Under Montel's guidance, "DOI has demonstrated what good looks like when it comes to records management," said CIO Sylvia Burns.

Frederick D. Moorefield Jr.

Director of Spectrum Policy and Programs
Defense Department

Digital dignitary. Moorefield has developed a comprehensive broadband policy for DOD that incorporates interagency and international input. And he has balanced deploying of commercial broadband with minimizing its impact on DOD operations. "There's no new spectrum [that's] going to be developed," Moorefield said. "We have what we have, so we have to find a better way to use it." He has also taken it upon himself to address misperceptions, whether on Capitol Hill or in industry, that DOD is hoarding spectrum.

Rear Adm. Nancy Norton

Director for Command, Control, Communications and Cyber
U.S. Pacific Command
U.S. Navy

IT in the Pacific. When Norton assumed her current post at Pacific Command, she said her boss, Adm. Samuel Locklear, "made it very clear that part of his expectation for me was to operationalize cyber." And that's just what she has done, in part through a Joint Capability Technology Demonstration that is becoming the foundation for how combatant commands participate in Defense Department-wide IT initiatives. Cyberspace is a key component of everything the Pacific Command does, and Norton is making sure it operates securely and effectively.

Lt. Col. Michael G. Olmstead

Product Manager
Joint Battle Command-Platform
U.S. Army

Delivering tech superiority. Olmstead's efforts in the past year united government and industry in the development of joint service information platforms and warfighting applications that aid servicemen and women in the field. Moreover, his leadership established the Joint Battle Command-Platform as the core of the Army's Mounted Computing Environment, and his team pioneered use of the Android environment to seamlessly develop and integrate strategic applications. He has laid the groundwork to significantly reduce development and test timelines in the Army's acquisition process.

Andy Ozment

Assistant Secretary of Cybersecurity and Communications
Department of Homeland Security

Advancing cybersecurity and privacy. Ozment spent 2014 assembling a team to implement crucial cybersecurity programs, including the Continuous Diagnostics and Mitigation program, which provides agencies with the tools they need to identify, prioritize and mitigate cybersecurity risks. And when agencies scrambled to address the Heartbleed and Bash bugs, he was at center stage. Ozment also oversaw governmentwide implementation of the National Institute of Standards and Technology's Cybersecurity Framework for reducing risks to critical infrastructure and advanced a number of key programs by reaching out to privacy advocates for input.

JOHN MONTEL

FREDERICK D. MOOREFIELD JR.

REAR ADM. NANCY NORTON

LT. COL. MICHAEL G. OLMSTEAD

ANDY OZMENT

LARRY PAYNE

LT. COL. MOLLIE PEARSON

VENKATAPATHI PUVVADA

JEFFREY RECZEK

Gaurav "GP" Pal

Director of Strategic Programs
Smartronix

Cloud crusader. Pal is on the frontlines of cloud migration at Smartronix. He led the implementation of FedRAMP-compliant cloud broker solutions for the Interior Department and was heavily involved in the migration of Recovery.gov to Amazon's public cloud, which saved the government more than $750,000 and earned the distinction of being the first federal enterprise system to be hosted in a public cloud. Pal was also instrumental in migrating Treasury.gov to Amazon's Virtual Private Cloud and cutting Treasury's monthly hosting costs by 13 percent.

Larry Payne

Area Vice President for U.S. Federal Sales
Cisco

Intelligent innovation. In between assisting such agencies as the Navy and the Defense Information Systems Agency with their IT projects, Payne lends his expertise to helping the intelligence and military communities connect with one another. He encourages the federal IT community to think differently about technology and shows executives how to embrace innovation within their budgetary constraints. He is also involved in charitable work and raised a record $317,000 during the Leukemia and Lymphoma Society's annual campaign, a feat that earned him the group's "Man of the Year" designation.

Lt. Col. Mollie Pearson

Product Manager for Power Projection Enablers
Program Executive Office for Enterprise Information Systems
U.S. Army

Global networker. Think your data center project is tough? Try tackling one in Kuwait or South Korea. Pearson, who is on the list for full colonel, leads the implementation of network modernization for the Army around the world and is responsible for the service's strategic IT infrastructure across five continents and 16 time zones. In 2014, she ran the successful execution of more than $1 billion in enterprise investments while managing what PEO EIS leader Doug Wiltsie labeled "the most complex and diverse IT portfolio" in PEO EIS.

Venkatapathi Puvvada

Acting President
Unisys Federal Systems

Stepping up. It is no surprise that Puvvada's turn as acting president ended with him being given the position permanently. He is known for driving success at the personnel, project and strategic levels, and last year led the effort to migrate the Interior Department's enterprise financial systems to a secure cloud environment after the company was the first to win a task order under the department's cloud services contract. He was also instrumental in Unisys' investment in mobile and agile development capabilities at its Application Modernization Center of Excellence in St. Louis, which resulted in new contracts and a 100 percent increase in staffing levels.

Jeffrey Reczek

Program Examiner
Office of Management and Budget

Optimizing open enrollment. HealthCare.gov's second open-enrollment season didn't generate nearly the same kind of headlines as the ill-fated 2013 debut, thanks in part to Reczek's behind-the-scenes work. He helped improve enrollment activities by making sure the site's Data Hub smoothly routed enrollee information among relevant agencies. He also used the PortfolioStat process to enhance IT service delivery at the Department of Health and Human Services. As one of his supporters said, Reczek "sets a standard... on how to collaborate to resolve issues and continue to drive results and performance in IT programs."

Robert A. Reichelmann Jr.

Chief of the Technical Management Division

Project Manager Mission Command
Department of the Army

The PM ringleader. Reichelmann led a team of 30 engineers who provided technical oversight for the Army's Project Manager Mission Command and its fielding of the Command Post Computing Environment, an Army project to simplify the hardware and software used at command posts. Implementing the first version of the environment required close collaboration with those running the Army's vast intelligence system, and Reichelmann got it done. Officials say the impact of his work on Army IT systems will reverberate for years.

Thomas Romeo

President

MAXIMUS Federal

Health care hero. Under Romeo's leadership, MAXIMUS helped state governments meet the requirements of the 2010 health care law by winning six of the initial 15 state health insurance exchange contracts. And while the HealthCare.gov debacle dominated headlines, Romeo led his company to implement contingency plans that allowed the application and enrollment process to continue despite problems with the main site. Because he understands that the key to such success is having a stellar workforce, he makes sure the company attracts top talent, in part by spending almost $2 million a year on professional development.

David F. Rubin

Chief of the Collaboration, Compliance and Authentication Engineering Unit and Head of Mobility

FBI

Making G-men mobile. At an agency that is known for being cautious about new technology, Rubin created a culture of mobility and built a program management office to deliver mobile content to agents, analysts and staff. Under his direction, the FBI has deployed smartphones and a wealth of classified and unclassified applications that enhance mission-critical communications. By driving mobility to the forefront of FBI operations, he has created a new culture of information anytime, anywhere.

Trevor H. Rudolph

Chief of the Cyber and National Security Unit

Office of E-Government and IT
Office of Management and Budget

New sheriff in town. Rudolph's ascension to leadership in the federal cybersecurity arena has been swift. As the chief of OMB's new Cyber and National Security Unit, he has established governmentwide incident response protocols in partnership with the Department of Homeland Security and the National Security Council. He has also launched enhanced CyberStat review capabilities and the first comprehensive, executive-level cybersecurity assessment framework for the federal government.

Timothy Rund

Shared Services Enterprise Strategy Consultant

Microsoft

Striving for shared services. First at Computer Sciences Corp. and now at Microsoft, Rund has been a passionate advocate for using shared services to help agencies save money and work more efficiently. Perhaps his biggest contribution, however, is the part he played in founding the Partnership for Public Service's Shared Services Roundtable, which brings together industry leaders and federal shared service providers to develop recommendations that will facilitate the adoption of shared services across the government.

ROBERT A. REICHELMANN JR.

THOMAS ROMEO

DAVID F. RUBIN

TREVOR H. RUDOLPH

TIMOTHY RUND

CHARLES A. SANTANGELO

THOMAS SASALA

HIMANSHU S. SINGH, M.D.

BRYAN SIVAK

Charles A. Santangelo

Senior IT Policy Adviser
Office of the CIO
Department of Homeland Security

Shared enthusiasm. Santangelo's managers say his relentless efforts to develop viable and intelligent legislative, policy and administrative options are driving shared services adoption — at DHS and across the government. As co-chairman of the CIO Council's Shared Services Task Force, Santangelo boosted visibility of shared services for commodity IT, support and mission services. He also worked hard to pull industry into the conversations, coordinating a Shared Services Industry Roundtable and serving as a critical engine for ACT-IAC's September Shared Services forum.

Thomas Sasala

Chief Technology Officer
U.S. Army Information Technology Agency
Department of the Army

Desktop demolisher. Sasala is the driving force behind the Defense Department's virtual desktop infrastructure initiative, which is being scaled to more than 20,000 users. He got creative by using commodity servers with integrated storage, a move that allowed him to accommodate the size and complexity of DOD's desktop environments. His work has helped DOD reduce its use of server space and personnel resources. Sasala's handiwork included a pilot project involving 200 ITA and Joint Staff employees who successfully accessed virtual desktops via classified and unclassified networks.

Ari Schwartz

Senior Director for Cybersecurity
National Security Council
Executive Office of the President

The inside advocate. To call Schwartz the public face of White House cybersecurity priorities might be pushing it — much of his work is anything but public — but in 2014 he was often the one explaining the administration's perspective to the public and other government agencies. Schwartz's long history as a civil liberties and privacy advocate has helped when dealing with would-be critics, while his deep knowledge and (as one Federal 100 judge put it) voice of reason have proven invaluable internally on a wide range of cybersecurity activities.

Himanshu S. Singh, M.D.

Associate Director and Chief Operating Officer
Ann Arbor Health Care System
Department of Veterans Affairs

Better caregiver communications. Singh led a charge to replace an outdated system that did not effectively manage the time nurses spent giving care at the VA's Ann Arbor Health Care System. He collaborated with staff to design a new approach that relays patient needs and assigns tasks to available personnel via employees' smartphones and VA telecommunications networks. The notification system saved an estimated $6.6 million and is set to be introduced at six more VA medical centers this year.

Bryan Sivak

Chief Technology Officer
Department of Health and Human Services

IT acquisition innovator. In the past year, Sivak has been reshaping acquisition at HHS by eliminating practices that often result in failed IT projects. He helped launch the IDEA Lab, which lets employees test new ideas, and the HHS Buyers Club, which is a product of the lab and seeks to modernize IT acquisition. The Buyers Club joins a growing list of government innovation hubs, but its success is thanks to Sivak's dedication to giving officials access to the full slate of existing acquisition tools.

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LAURA J. STANTON

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DAVID TILLOTSON III

Laura J. Stanton

Director of Program Management for the Common Acquisition Platform

General Services Administration

Hallway hero. Working in federal acquisition doesn't often get you invited to the Oval Office, but that's just where it took Stanton recently. Early this year, she and a few other select GSA officials went to the White House to discuss her agency's efforts in the past year to develop the Acquisition Gateway and "hallways" of product information that will make federal spending more effective and efficient. Stanton leads the charge on initial development of key tools that the acquisition community can use to learn about solutions, best practices and pricing strategies.

Richard Struse

Chief Advanced Technology Officer

National Cybersecurity and Communications Integration Center

Department of Homeland Security

The locksmith. Struse holds the IT keys to NCCIC, arguably the government's most important resource for working with the private sector on cyberthreats. Last year, he developed a technical framework for rapidly exchanging cyberthreat intelligence and led DHS involvement in the development of two important specifications for sharing information: Structured Threat Information Expression and Trusted Automated Exchange of Indicator Information. In a year of large-scale, costly cyberattacks, Struse was a key behind-the-scenes expert helping with their mitigation.

T.A. Summerlin

Senior Adviser

Federal Communications Commission

Rebooting the FCC. Although the FCC has made news for its technology and telecommunications policy, the agency's IT gear is aging and dangerously decentralized. As senior adviser to CIO David A. Bray, Summerlin is the FCC's point man for streamlining acquisitions, speeding new products to users, engaging internal and external stakeholders, and developing more robust public-facing technology. He's as "subtle as a woodpecker," a non-FCC executive said, but highly effective. "Tony has been a key asset in assessing opportunities for short-term gains," Bray said, "while never losing sight of the longer-term goal of bringing FCC IT into a 21st-century service-delivery model."

Tina Sung

Vice President for Government Transformation and Agency Partnerships

Partnership for Public Service

Executive matchmaker. Through the partnership's Strategic Advisers to Government Executives program, Sung connects former government executives with current ones. She also matches executives with the skills they need through a new training program for political appointees, leadership training for acquisition professionals and a boot camp for new C-level executives in the federal community. In addition, Sung has organized a group of CXOs to advise the Office of Management and Budget on how to implement the Federal IT Acquisition Reform Act.

David Tillotson III

Acting Deputy Chief Management Officer

Defense Department

Mr. Efficiency. The Pentagon's DCMO job is a tough and often thankless one, and could be doubly so in an acting capacity. Tillotson, however, leaned into the role and quickly emerged as acting CIO Terry Halvorsen's right-hand man for the accounting work behind DOD's adoption of commercial cloud technology. Tillotson's take is that IT is "an embedded part of the problem, the solution or both," and the progress he has made in measuring and optimizing DOD business processes frees up money for readiness and modernization efforts.

Danny Toler

Deputy Director
Federal Network Resilience Division
Department of Homeland Security

Risky business. "Risk management" is how DHS officials often describe their approach to cybersecurity, and Toler embodies that strategy. He handles procurement and implementation for the department's Continuous Diagnostics and Mitigation program, an ambitious initiative that has provided a system of dashboards for agencies to catalog and address cyberthreats. Cost-effective cyber solutions can be elusive, but Toler has a talent for finding them in support of one of the government's top cybersecurity programs. And he has bolstered CDM funding by tapping a DHS program for next-generation technologies.

Abe Usher

Chief Technology Officer
HumanGeo

Leader of the Nerd Brigade. To better support the Defense Intelligence Agency's Analytic Modernization initiative, Usher assembled a team of software engineers and dubbed it the Nerd Brigade. The agile group developed and deployed four analytical tools in four months, which resulted in significant savings for DIA. One tool, an analyst search engine, now allows users to perform three times as many record updates as before. The Nerd Brigade has been so successful that DIA wants to make it available to other intelligence agencies.

Steven VanRoekel

Chief Innovation Officer
U.S. Agency for International Development

Service first. Not everyone was a fan of VanRoekel's stint as federal CIO — PortfolioStat has only so many enthusiasts — but behind the scenes, he drove what could prove to be the most disruptive IT effort in years. After the scramble to salvage HealthCare.gov, VanRoekel concluded that similar SWAT teams could improve IT throughout government. The U.S. Digital Service launched in August, and the fiscal 2016 budget aims for a 500-person operation. VanRoekel also proved that the mission comes first: He stepped down as U.S. CIO in September to help USAID address the Ebola epidemic.

DANNY TOLER

ABE USHER

STEVEN VANROEKEL

KATHY WARDEN

COL. C.P. WATKINS

MAJ. GEN. ROBERT WHEELER

WAYNE R. WILLCOX

DOUG WOLFE

Kathy Warden

President
Northrop Grumman Information Systems

Making cyber happen. As the leader behind Northrop Grumman's cyber business, Warden made an impact by reeling in $1.5 billion in cyber contracts in fiscal 2014, just after assuming her role as head of the company's Information Systems division. But her interest in cyber extends beyond her company duties: She also expanded Northrop Grumman's involvement in the CyberPatriot national youth education program, which seeks to build tomorrow's cyber workforce. And under her leadership, the company launched the Advanced Cyber Technology Center to help find innovative ways to tackle the challenges facing its customers.

Col. C.P. Watkins

Chief of Installation IT Infrastructure and Services
U.S. Army

A talent for turnarounds. When Watkins took over the Installation IT Infrastructure and Services division in 2011, it was losing both funding and momentum. Although he was trained as a systems engineer and had limited resource management experience, by 2014 Watkins had retooled operations and forged critical outside relationships to get the Army's modernization efforts moving in the right direction. Not only did he put a workable plan in place and get his team consistently hitting milestones, he also secured some $300 million of "other people's money" for the effort.

Maj. Gen. Robert Wheeler

Deputy CIO for C4IIC
Defense Department

Spectrum maestro. Wheeler works on everything from spectrum policy to oversight of nuclear command and control. He operates at the intersection of IT and command-and-control networks, and as those lines continue to blur, he said DOD officials will look start looking for network operators who specialize in both fields. In terms of spectrum, Wheeler cultivated interagency support for DOD's Advanced Wireless Services 3 spectrum auction, which received a whopping $44.9 billion in bids. The next step for Wheeler is testing a database that will enable rapid spectrum sharing.

Wayne R. Willcox

Chief of Police
Armstrong State University

Digital investigator. Willcox created a digital forensic lab at his Georgia university that federal, state and local law enforcement agencies can use. He also reviewed 500 electronic devices involved in 120 felony cases in 12 months to reduce the backlog from one year to 30 days for digital investigators looking into all manner of crimes in southeast Georgia, including homicides. And the facilities he created are training the next generation of investigators by hosting a 14-week internship program to teach digital forensic skills to criminal justice students.

Doug Wolfe

CIO
CIA

Bridging the cloud gap. Wolfe accomplished a major feat for the CIA: He helped move the intelligence community to the cloud and along the way eased officials' concerns about security, unleashed the potential of data analytics and guided the IC into a new era of innovation. The $600 million, CIA-run cloud will provide services to the 17 agencies of the IC and bring a longtime IT strategy to fruition. Wolfe joined the cloud acquisition process after holding various posts during a 30-year career at the CIA.

Brig. Gen. Garrett S. Yee

Commanding General of the 335th Signal Command and C4I Director

Combined Joint Task Force-Operation Inherent Resolve

U.S. Army

Operation Inherent (Tech) Resolve. Yee was the person behind a revived communications infrastructure in Iraq that made possible the U.S.-led airstrikes against Islamic State militants in 2014. "We used to have quite the network [in Iraq], and when we left in 2011, we took it all with us," Yee said. From his post in Kuwait, he had satellite communications terminals placed throughout Iraq and dispatched a set of portable tools — including routers and switches — that can be assembled in two hours to support military operations.

Jeffrey Zients

Adviser on HealthCare.gov Improvement

Executive Office of the President

Mr. Fix-It. Zients, who now directs the National Economic Council, established a reputation for results-oriented management while at the Office of Management and Budget. When HealthCare.gov floundered, his leadership was instrumental in getting a critical — and critically dysfunctional — IT project back on track. When Congress asked, "Why didn't HealthCare.gov have a Jeff Zients all along?" it stressed how vital he was to the effort. Zients' willingness to step into that breach is exactly the sort of public service that the Federal 100 awards were created to recognize.

BRIG. GEN. GARRETT S. YEE

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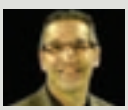

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