Robert L. Morrison

Senior Information Technology Leader and Management Executive

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Executive Profile

Over 20+ years of experience as accomplished hands-on Information Technology and Governance executive. Surrounded myself with a team allowing everyone to contribute their specialty. Experience in making organizations stronger and more efficient with clear plans and studies. Business management practices were streamlined resulting in a custom designed, easy to use with secured access.

Utilized a one platform enterprise data base where data could be shared across the entire organization. Systems developed a positive return on investment (ROI).

Skilled in cyber security, systems analysis, communication, collaboration and listening skills, keeping up with the latest research and 21st century technology improvements. Visionary and open-minded thinking. Prepared to implement Electronic Records Management (paperless/green), E- Discovery for all organization purposes including lawsuits, and guidance on cyber security. Systems designed to give time quality searches for clients and employees.

Focused on results with over 50 prior outstanding accomplishments that have saved millions of dollars. Working with team players who have good skills and open mindedness to bring out their best. Using positive persuasion, streamlined computer systems, and innovative ideas.

Time allotment as a CIO -- 45% technical 55% management.

References available upon request.

Areas of Concentration

- Human Resource Management   - Electronic Records Management
- "Big Picture" Enterprise Project Results   - Change Management
- Honesty and Integrity   - Streamlining Work Flows with Enterprise Planning
- Strategic Planning   - Proven Systems Analysis
- Return on Investment   - Substantial Hard and Soft Savings in All Systems
- Understanding of infrastructure and cybersecurity−Using Team Management to Gain Proper Results
- Teaching Modern Introductory Course to Clients titled *Innovation in Technology and Management*
- Writing Instruction Manuals for most systems and participated in the full training of end users
- Requiring systems to have ability to share data base content across entire organization if security received

Formal Education & Technical Training Experience

- **Leadership and Strategic Management For The CIOs,**
  Harvard University, John F. Kennedy School of Government, Cambridge, MA

- **Cybersecurity: Managing Risk in the Information Age** Harvard University, Office of the Vice Provost for Advanced In Learning, Cambridge, MA

- **Electronic Records Management Master Classroom Course**
  AIIM-Worldwide Association for Information and Imaging Management
  ERM Master's Certification

- **Master of Public Administration,**
  Wharton Graduate School, University of Pennsylvania, Philadelphia, PA

- **Bachelor of Science Degree - Business Administration**
  Elizabethtown College, Elizabethtown, PA

- **Microsoft Programming and Cisco Router Network Training**
  Central Penn College, Summerdale, PA

<u>**Technical Training**</u>

- 2011 RFID (Radio Frequency Identification) Conference Orlando FL (12 classes)
- Ethical and Risk Management Issues for Administrators - Josephson Institute
- Computer Programming Certificate - Penn State University
- Cisco Routers, Visual Basic Programming
- Power Point and Access updates, Web Design - Harrisburg Area Community College

Core Skills, Experience and Results

Creative Technology and Management Services, LLC, Harrisburg, Pennsylvania   2010-Present
Principal and Owner
Creative Technology and Management Services (CTMS) is a company that is registered and located in Central Pennsylvania and provides management system studies and innovative solutions with implementation to the private sector, government, education and nonprofit markets. We give clarity of purpose with both management and technology solutions to arrive at a positive ROI (return on investment). We use the motto "Information on Demand".

Educational Course- "Innovation in Technology and Management" -- *A 16-hour course* giving the basics of how computers, systems, innovative management thinking, and modern technology can aid an organization in competing, increasing revenue, efficiency with a positive ROI. It also shows the good and bad points about some specific modern technology. Classes are geared to elicit a lot of class discussion about participants' present-day problems and then offer possible solutions. We suggest that management and line personnel attend separate sessions.

Research –Constantly reading periodicals, attending higher education courses, and listening to webinars to keep up on new aspects that technology has to offer and apply them to possible projects.

Pima County Attorney's Office, Tucson, Arizona   2004-2008
Information Technology Director

The Pima County Attorney's Office serves as the District Attorney and private attorney for the County Supervisors and the County Administrator. Pima County's population is over 1 million with the county having 6000+ employees. The Pima County Attorney has 415 employees and appeared open to a change management Director to create a paperless office.

Equipment - Windows Servers, Blades (circuit card) Servers, VMWare, Storage Area Network, 2005 Visual Studio, Microsoft SQL Data Base, Cisco routers and switches.

Personally involved in the management of all the below systems and upgrades.

- **Collaboration -** Created Justice Partners including all criminal justice agencies to initiate, identify, share and develop new and innovative IT systems. First time in County's history that this level of cooperation was exhibited amongst all agencies.

- **Innovative Complex Systems** – Possible Savings = +$200,000 potential per year after initial investment over 4 years. Developed and researched paperless systems and electronic file transfers to eliminate County Attorney duplication of data entry. Implemented fingerprint biometrics. Planned for future scanning of a limited amount of paper documents that could be received. All systems planned for entire Office to share data not just for separate sections. Designed Grand Jury Indictment and Misdemeanor systems using electronic file transfer information from outside agencies.

- **Biometric Signatures** - Savings = +$190,000 per year after initial investment over 3 years. Introduced biometric fingerprint and palm print devices to sign onto PC to track each transaction. Would eventually allow electronic signatures onto Court documents in place of printing and signing paper documents. Underwent testing by the judges of the Superior Court based upon the Clerk of Court believing the County Attorney's system would work for the Judiciary electronic needs.

- **Document Imaging System** – Potential Savings = +$100,000.00 potential savings per year. Researched, evaluated options, and created a 55-point questionnaire for vendor bidding. Allowed for E-Discovery of document(s) based upon specific search criteria. Conducted an extensive meeting(s) with potential vendor(s). Once implemented would comply with Federal guidelines regarding electronic storage resulting in thousands of labor hours to be saved and assist in defending lawsuits against the County.

- **Video Conferencing** - Savings = +$50,000 after initial investment over 2 years. Researched and selected a nationwide video conferencing system saving the County Attorney 365 hours each year in travel to the local jail. Allowed nationwide interviewing of defendants, witnesses, and victims. Recordings to be stored in Document Management system.

- **Infrastructure Upgrades -** Savings = +$60,000 after initial investment over 3 years. Worked with Lead Network Administrator on infrastructure upgrades. Allowed fast transmission of data and created high efficiency delivery to personnel using automated systems. Achieved 98% up time over County's fiber (gigabit) optic network. Updated software, replaced or expanded network equipment, procured blade servers, installed VM and storage area networks. Locally controlled all servers at disaster recovery and remote central sites.

- **Remote Access** - Savings = +$25,000 per year. Coordinated development of new laptop software with the Lead Network Instructor. Allowed personnel outside the Office to securely access their desktop and classified information from anywhere in the United States. Met all security requirements of NCIC and the State of Arizona. Researched and procured Cell/PDA Windows devices.

- **Skills of Technical and Programming Personnel Upgrades –** Possible Savings = +$26,000 per year after initial investment over 1 year. Promoted educational classes in Cisco switch and router training, Exchange 2007, and SMS which assisted in a 98% network up time rate and the implementation of a fail over disaster recovery site. Elevated all servers to Windows Server 2003. Programmers went to Microsoft Visual Studio courses such as interactive web development allowing surveys and Emails. Sent 4 programming personnel to a Florida Microsoft Course for 4 days to learn more modern languages that were under Windows 7 or 8 to begin a transfer to share data under a one platform data base.

- **Standardization of Programming** – Possible Savings = +$100,000 per year after initial investment would be authorized over 1 year. Attempted to begin implementation of new systems in Microsoft Visual Studio. Instilled the need to view a "Big Picture" approach and whenever possible develop system sharing across Civil and Criminal Division boundaries to allow everyone access to Office information. Mandated electronic file transfers between all Criminal Justice agencies. Strengthened security for new systems.

- **Strategic Planning** – Savings = +$50,000 per year after initial investment over 4 years. Played a key role in a Criminal Division Strategic Planning session where 75% of the designated items were for Information Technology to research or implement. Savings through performance improvement.

- **Other** - Prepared for the Legal Administrator (CFO) yearly budgets and other quantitative reports. Gave presentations to top level management personnel. Programmers created a DUI web site for convicted drunk driver pictures and their DUI history. Developed an Intranet system giving employee's one place to go for benefits, major announcements, and new employee bi-weekly orientations with video clips.

City of Harrisburg, Harrisburg, PA   1971-2004
CIO, Deputy City Manager / Business Administrator, Deputy Public Safety Director, Director, Metro Police Operations, Deputy Emergency Management Director

A full-service Capitol City Government consisting of fire, police, water, risk management, advanced wastewater treatment, highways, community and economic development, delinquent collections, Treasury, etc. Revenues exceeded 100 million dollars per year. Operated under Strong Mayor form of government. Regional population: 400,000 Employees: 700+

Equipment - IBM Mainframe, Cisco Network, Apache Open Source Web Development, Windows Servers, fiber optic cable**.**

Became a manager in 1974, early in my career. Attained Senior Level manager position (s) in 1981 after approximately 8.5 years of service. Served under three Mayors. Always looking for challenges to win. Selected for CIO and Deputy Business Administrator in 1983 to perform change management using strategic initiatives including restructuring.

Prior to the strong mayor form of government in 1970, the City was very backward in introducing technology, innovation and high ethical principles. Under the new Strong Mayor form of government changes were made and as technology grew the new systems showed a good return on investment. In 1983, I was asked to become the Chief Information Officer along with some other titles. The accomplishments below show some of the major achievements. The City began to be looked at as a leader in regional thinking.

Turn Around Directive-Change Management - Savings = +$100,000 per year after initial investment over 1.5 years. Reversed an Information Technology Bureau with a very high turnover of personnel to one with career staffing, qualified personnel, and competitive wages. Increased programming efficiency by 30% using a standardized 4th generation language and a common IBM platform system. Repeatedly showed that internally developed systems across the City outperformed and gave lower costs compared to a multitude of siloed (independent/proprietary) packaged systems. Developed 4 major program areas (Revenue, Public Safety, Billing, Treasury, Incinerator, and Personnel).

From this, came a new and responsive organization where over 400 devices were installed across a two-county area (see Metro system below). Every end user system utilized a one platform central data base which allowed security and sharing of information along with a moderate to high increase in efficiency.

- **Acting Business Administrator and CIO** - Served 30 months in this number two position under the Mayor. Direct responsibility for Human Resources, Labor Relations, Payroll, Budget, Finance, Risk Management, Utility Billing, Property Tax Billing and Collections. Continued to develop innovative systems to increase revenues with Department and Bureau Directors. Heard all 4th step union grievances. Could settle grievance or go to arbitration.

- **Collaboration -** Worked with the Mayor, newly appointed Business Administrator, City Directors, Courts, State agencies, County agencies and local law enforcement departments to develop cooperative aspects for sharing of information with electronic file transfers to yield higher levels of efficiency. Constantly sought end user satisfaction and feedback.

- **Innovative Complex Systems** - Savings = +$100,000 per year. Rapidly accelerated enterprise, innovative, online paperless systems. Systems interacted across all Departments and outside agencies. IT investment was shown to be a smart vision. Examples: tax billing, utility billing, internal water shut off system with automated letters, criminal justice information, fire reporting, car computer connectivity and time keeping payroll schedules. Drove revenue collections upwards -- over $200,000 the first year. Implemented automated meter reading system eliminating manual entry of water meter readings.

  Proven Examples: Personally involved in the development of all the below systems and upgrades.

- **Treasury System** - Savings = +$50,000 per year. Instituted billing revenue statements with bar codes and readers at each teller station resulting in much quicker customer service and better teller productivity. Daily transfer of electronic files to update customer records. Lowered labor costs by close

to 20% by procuring technological equipment to automatically open envelopes.

- **Tax and Utility Invoice Systems –** Revised both major systems to make them internally paperless with quick and efficient terminal inquiries and updates for customer satisfaction. Electronic transfers of all payments offered to any entity with more than 10 accounts. Delinquent water shut off program yielded over $200,000 in revenue the first year.

- **Police METRO Records System** - Savings = +$600,000 per year. Developed and implemented with internal staff one of the most extensive and innovative online law enforcement records systems in the nation (95% paperless). Due to innovations and great labor savings, system was designated a new metropolitan standard (METRO) and eventually had 37 regional Criminal Justice participating agencies. Manual data entry reduced. Instituted regional car terminals with same functionality as a desktop. Installed one of the first Biometric Fingerprint Systems (AFIS) in PA. Taught over 120 classes on METRO and NCIC.

- **Fire Reporting System** – Savings = +$6,000 per year. Developed an online NFPA Fire Reporting system with desktops and high-speed printers resulting in faster decisions in life threatening emergencies. Printed location and map information for major buildings to take to the scene for firefighter safety when a call was broadcast to a fire station. Placed fax machines in Battalion Chiefs' vehicles using wireless technology (CDPD) to send hazardous information from their central dispatch.

- **Human Resource System** - Savings = +$18,000 per year. Developed a 90% paperless system where all Human Resource transactions from applications to evaluations, pay raises, disciplinary actions, time sheets, payroll checks, etc. were online. Blended into car terminal availability and desktop administrative, police and fire systems. Risk Management portion also implemented to track cases and reduce costs and an article published in a national magazine.

- **Codes Administration** - **Savings** = +$55,000 per year. Part of Department of Community Development. Implemented a 98% paperless system where all Codes complaints, health, plumbing, electrical licenses, and inspections, etc. with full BOCA standards were fully automated and able to be shared with other agencies.

- **Purchasing System – Savings** = + $100,000 per year. Fully computerized system that used electronic requisitions to get funding for items to be purchased starting from the Bureau head to the Department Director, and finally to the City Controller. The purchase order was then printed on paper by computer and ink signed by the Controller and Mayor to be mailed out. It was possible to get an emergency purchase order within 24 to 48 hours if needed.

- **Inventory System – Savings =** +$25,000 per year. Part of a Vehicle Maintenance System serving approximately 115 motor vehicles from sanitation trucks to police and various other City departments and bureaus. Vehicle parts were a large cost item and once entered into a sub data base had a system for placing vehicle parts onto shop work orders. When a part reached a critical low point, the Director of Vehicle Maintenance would allow or reject a new shipment to be procured base upon a history of usage. If allowed, a purchase request to the City Purchasing Agent would automatically generate a Purchase Requisition via our City one platform-based computer system. If rejected, a list of reasons were checked as to why, one being the parts were no longer needed in inventory.

- **Other** – Savings per year = +$100,000. Prepared bureau budgets, grant writing, Deputy Director Emergency Management, installed Northern Telecom central PBX with 600+ phone sets in 4 buildings. Authorized training to change to an interactive WEB site for payment of bills and total citizen involvement. Instituted monthly electronic microfilm.

Pennsylvania Attorney General's Office   Harrisburg, PA
Criminal Investigator In Charge   1978-1980 (1.5 Years)
- Law Enforcement Supervisor managing criminal investigators in a 56county region for mainly corruption and white collar crime. I also had a case load and worked with a Deputy Justice Department Attorney to prosecute each case before and after an arrest was made.

US Navy Ships Part Control Center   Mechanicsburg, PA
Management Analyst GS-9 Started as GS-5 Trainee   1967-1971

- Trained as a civilian Management (Business) Analyst by the US Navy at the Mechanicsburg Ships Parts Control Center and learned computer and management concepts in addition to writing skills.

Harrisburg Area Community College 1971-1972

Taught various public and police administration courses at the Harrisburg Area Community College.Students Gave ne high ratings at the end of each semester

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Additional Information:

- **Prior Experience** – **1983** - Member of Study Committee in the 1980's after the City of Harrisburg was given full responsibility for the takeover of the Harrisburg School District Our role was to determine the problems and give recommendations to have more students with the proper credentials graduate and how administrative practices could be improved.
- **Recent Experience – 2014, 2018**
  1. Presented research papers, one each to separate national organizations. One was written in conjunction with a University Professor (Innovative Methods for Regionalization in Local Government via Information Sharing and Organizational Learning) and the other written by myself (Poverty to Sustainability)2015.
  2. Published ten articles in the PA Times - a digital publication of the American Society for Public Administration). 2012,2013,2018

- **Volunteer Efforts** –
Swatara Township Pennsylvania Volunteer Fire Study Committee (2014-2016) - Consisted of four (4) volunteers, each with specific areas of proficiency, over a thirty (30) month period interviewing, studying, and discussing possible solutions of the volunteer firefighter ranks diminishing in private meetings. I was the coordinator for all notes being taken regarding each public and private meeting and electronic documents prepared and sent to each committee member.

A 62 page final report from 2 draft final reports after input from all committee members, was presented to the Swatara Township Commissioners and was able to be made public in August 2016.

Swatara Township Fire and Rescue Services Board – **Chairman, December, 2016 to Present**. This Board was established in August 2016 and met in September 2016. It was created to try and pull together many strong opinions of various Fire Chiefs from the five (5) fire stations involved regarding the number of volunteer firefighter personnel, equipment, locations, better administrative systems, etc. Monthly meetings with discussions emphasizing facts showing the need with outcomes are fully vetted. Beginning in April 2018 quarterly meetings are now held.

Special Investigation Committee Swatara Township Volunteer Firefighter Harassment Issue July-August-September 2018 - This Committee was temporarily formed and consisted of four (4) members which consisted of a 30-year experienced attorney, a retired Pennsylvania State Police Trooper, the Swatara Township Fire Chief and myself. The investigation with multiple interviews resulted in a three (3) page confidential report to the President/Chairperson of the Swatara Township Commissioners who was also the head of their Public Safety Committee. The report was accepted and implemented by the Board of Commissioners.

- **Outside Activity**
Black Belt (4th degree) in the Universal African Simba Lion Martial Arts System (30 years)

Value Is From Paper to Electronic Records Management Done Right

FROM:	TO:	Equals:
Paper	Electronic Storage	Positive ROI (Return on Investment)

- **21st Century Tools Prepared to Utilize and Implement For Increased Efficiency** –

•Digital Signatures   • Biometrics   • ID cards   •Document Management   • E-Discovery
•Video Conferencing • Mobile Car Computers   •Strategic Planning   •Smart Phones
•Reverse 911 Systems   •Video Conferencing •Deduplication   •Cloud Computing
•Web Development   •Security   •Backup and Recovery   •Cyber Security
•AFIS (Automated Fingerprint Identification System) •RFID (Radio Frequency Identification Devices)