Rick Watts JD, PSEM, PMP

Enterprise Architecture & IT Expert

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Quandary Peak Research
Washington D.C.

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I am a seasoned professional with over 30 years of experience, holding certifications as an Enterprise Architect, Project Management Professional, and Software Engineering Master. My technology background, ranging from small strategic consulting assignments to massive enterprise implementations, enables me to give clients incisive advice for litigation.

Clients use my knowledge of software project planning and his history of achieving organizational goals to quickly understand their cases. By analyzing the specifics of a software implementation failure, I effectively explain the strengths and vulnerabilities of a client's technical arguments.

In addition to my core competencies, I possess expertise in litigation consulting and expert witness testimony. I have been involved in multiple litigation cases, providing valuable insights into areas such as enterprise architecture, software implementations, technical architecture design, project management, and system integrator delivery.

Technology Domain Experience

IT Services
- Business Process Outsourcing
- IT Managed Services (Applications and Infrastructure Outsourcing)
- Commercial Off the Shelf packaged software implementation
- System Integrator and System Implementation Partner
- Commercial Request for Proposal and Vendor Selection
- Architecture Assessment
- IT Asset Valuations
- Merger & Acquisition Due Diligence

Governance
- Project, Program Management: Agile Scrum, Scrum of Scrum, Scaled Agile Framework (SAFe)
- Project Management: Jira, Monday, MSFT Project, Planview
- Data Quality & Management: DAMA DMBOK2
- Architecture Frameworks: Zachman, TOGAF 9
- Security & Controls: NIST 500, NIST 800, COBIT, ISO 27001
- Business Continuity: ISO 22301, BSI 25999

Data Management
- Applications: Cellular provisioning and billing, Litigation Management, IT System Management, Analytics Platforms
- Data Warehouse Design & Deployment: Oracle OBIEE, Oracle Cloud, Google Big Query, Apache Hadoop, Snowflake

Enterprise Business Systems
 • Enterprise Resource Management (ERM/ERP)
 • Financials & Supply Chain (FSCM): PeopleSoft, Oracle EBS/Fusion, Microsoft Dynamics, SAP, Lawson, Workday
 • Human Capital Management (HCM): PeopleSoft, Workday, Lawson, Microsoft Dynamics
 • Customer/Supplier Relationship Management (CRM/SRM): Salesforce, Pega, Microsoft Dynamics
 • Service Management: Salesforce, ServiceNow
 • Product Lifecycle Management (PLM): Siemens
 • Governance, Risk & Compliance: RSA Archer, OneTrust
 • Manufacturing/Industrial: SAP
 • City Management: SAP
 • Real Time Location Services (RTLS): CENTRAK
 • Digital Asset Management and Digital Content Management Solutions
 • Electronic Medical Record (EMR): Cerner
 • Digital Health Products: smart beds, nurse call, patient engagement

Software Development
 • Applications: Cellular provisioning and billing, Litigation Claims Management, IT System Management, Big Data
 • Languages: C, C++, Java, Python, R
 • Custom digital asset and content management solutions

Technology Platforms
 • Cloud Infrastructure: Google, AWS, Azure, Oracle
 • Databases: Oracle, SQL Server, MySQL, Postgres, Big Query, Snowflake, Exadata
 • Virtualization: VMware, Cisco
 • Interoperability: Boomi, MuleSoft
 • Storage: Tintri, EMC, Dell
 • Networking: Cisco, Dell, Palo Alto

Employment History

Enterprise Architecture & IT Expert

Quandary Peak Research | Washington D.C. | 2024–Present

Expert witness and litigation consultant for failed software implementations and failed IT projects. Provides analysis and opinions in pre-litigation matters as well as active litigation; specializing in enterprise architecture, software implementations, technical architecture design and delivery, project management including schedule delay and system integrator delivery.

Director Enterprise Architecture

H Lee Moffitt Cancer Center | 2020–2023

IT Leader in Moffitt's Center for Digital Health, the Director, Enterprise Architecture is the senior level Architect leading a team of architects (directly and indirectly) to achieve the organization's goals. The primary role of the Director Enterprise Architecture is to ensure that the respective business, application, data, and technology strategies are in line with the organization's business goals, strategies, policies, and standards. Responsible for direct oversight of the Moffitt Technology Roadmap and is key advisor to the Center for Digital Health, including Health Data Science, Digital Innovation, and Information Technology.

- Establish Enterprise Architecture as a Center practice, aligned to TOGAF framework
- Create Business and Solution Architecture competencies
- Partner for Digital Innovation strategies encompassing AI/ML, CRM, Patient Personalization, Patient Experience
- Integrate Architecture into the portfolio and project process
- Key Technologies & Focus:
    - New Hospital Build Patient Smart Room and Interactive Patient Systems
    - Digital Multidisciplinary Tumor Boards
    - Patient centric CRM and Patient 360°
    - Radiomics and Imaging Analytics

Senior VP Enterprise Architecture and IT Strategy

Aristocrat Technologies | 2018–2020

Global Head of IT Strategy and Architecture responsible for setting and socializing the strategy, vision, and roadmap for enterprise technologies to support Aristocrat's global business strategy. Change agent and champion for digital transformation, cloud-based microservices architecture and analytics-driven business decisions.

- Develop Enterprise Architecture as a corporate practice, integrate into all IT service management functions
- Align IT delivery to business objectives to ensure optimal value of IT to business
- Create 5-year strategic IT plan and roadmap to accomplish
- Interim executive leader of Project and Portfolio Mgmt., and Global Interoperability Teams
- Key Technologies & Focus:
    - Global analytics capabilities leveraging Google Cloud Platform
    - Digital transformation and functional journey to cloud using cloud adoption framework
    - Enterprise Master Data Management and Data Governance
    - Togaf 9 Enterprise Architecture Methodology

Litigation Consultant and Expert Witness

DisputeSoft | 2009–2020

Expert witness and litigation consultant for failed software implementations and failed IT projects. Provided analysis and opinions in pre-litigation matters as well as active litigation; specializing in enterprise architecture, software implementations, technical architecture design and delivery, project management including schedule delay and system integrator delivery.

- Leading expert in five large software delivery litigation cases, all resolved in favor of client or agreeable settlement
- Pre-litigation opinions for four project management failure cases resolved favorably in mediation

Chief Information Officer

Howard University | 2016–2018

Executive IT leader for the University in all areas related to information technology, both for instructional and administrative applications. Directing the planning and implementation of enterprise IT systems in accordance with the mission, core values, and purposes of the University in support of faculty, staff and more than 10,000 students across 13 schools and colleges on a 64-building urban campus. Managing 200+ staff with annual spend of $60M+, providing operations, compliance, and strategy.

- Plan, source, and implement strategic network managed service to replace and manage all network and telecom infrastructure with zero OpEx increase
- Reduce year-on-year OpEx by 12% through portfolio rationalization and contract renegotiation
- Create strategic roadmap for enterprise applications and infrastructure moving to hybrid cloud
- Transform IT organization and operations to be more transparent and accountable to the academic mission
- Key Technologies & Focus
    - IT Operations optimization through service and work management tools
    - Managed services for hybrid and on-premises network and UCaaS
    - Infrastructure transformation using on-premises and hybrid cloud technology
    - IT Governance based upon ITIL v3 ITSM model in a bi-modal IT operation
    - Information Security framework aligned to NIST 800 in a HIPAA, PCI and FERPA environment

Global Director Client Engagement/ Sr Architect

Atos | 2012–2016

Global account executive responsible for framing strategic initiatives with client CxO's and aligning to the Atos service delivery portfolio. Program Executive for large, complex multi-year strategic initiatives. Service portfolio from $5M to $150M.

- Program Executive, responsible for delivering digital transformation solutions to our key logo accounts across architecture, technology, and process
- Consulting CIO to cabinet or board, improving fiscal and operational performance within shared services IT
- Key Technologies & Focus:
    - Digital transformation using AI automation and automated workflow in energy and media industries
    - Robotic automation and business process analytics for Application Managed Services
    - Enterprise shared services architecture using ITIL v3

Enterprise Architect

Sublimare Consulting, LLC | 2009–2012

Executive technical advisor to the CxO suite responsible for designing, planning, and implementing enterprise-wide business systems to fully leverage application/technology portfolios to reduce costs, build resiliency and ensure corporate and regulatory compliance.

– Develop enterprise architecture frameworks and organizational practice alignment to those frameworks to ensure compliance for a $3bn merger
– Design business solutions to fully leverage application/technology portfolios to reduce costs, build resiliency and ensure corporate and regulatory compliance for large multinational corporations
– Key Technologies & Focus:
    ○ Business Continuity Management aligned to ISO 22301 standards with CMDB and enterprise GRC
    ○ Enterprise security provisioning and rights management per COBIT v3, ISO 27001
    ○ Global data center outsourcing and in-sourcing with business applications rationalization
    ○ IT portfolio valuation from business goals to technology and infrastructure deployment

Director, Oracle Technology Services

Capgemini | 2005–2008

Member of the practice leadership and a leader for the Oracle National Alliance, responsible for creating new delivery services in the Oracle Fusion space that complimented BPM and SOA business initiatives in North America and Europe.

– Develop SOA business solutions for architecture, business process and technical integration for a $38M portfolio
– Advise ERP clients on enterprise architecture and IT governance, IT strategy and application outsourcing strategy
– Key Technologies & Focus:
    ○ Enterprise IT governance using ITIL v2 and COBIT 4
    ○ Business to technology alignment using Zachman enterprise business architecture framework
    ○ Infrastructure plans and IT service portfolios to support technology and business process outsourcing
    ○ Enterprise master data management (MDM) and IT Governance

Director, Technology Service Delivery

Hackett Group (FKA Answerthink) | 2001–2003

Leader of technology resources within a Business Applications practice, creating technology product and service portfolios then managing development of each into revenue streams.

– Provide client IT architecture and infrastructure strategies including system and process analysis and design
– Technology liaison to client business leadership for enterprise systems operations and business practices
– Establish technical architecture services and architecture assessment methodology within practice
– Key Technologies & Focus:
    ○ Enterprise technical architecture and performance management
    ○ PeopleSoft and Oracle ERP/CRM/HCM architecture, design and deployment
    ○ Enterprise solutions governance using COBIT 3 and ITIL v2

Manager, Technology & Architecture

Information Management Associates, Inc | 1991–2001

Application architecture and infrastructure consultant; responsible for designing and deploying enterprise solutions, including PeopleSoft and Oracle ERP/FSCM/CRM/SRM systems, BI solutions, and data warehouses.

– Enterprise Applications governance aligned to ITIL practices

- PeopleSoft, Oracle Apps/database and EMC storage technical expert
- Data warehouse design and implementation using Inmon model and Oracle best practices
- ERM solution architect, PeopleSoft FSCM, HCM, SRM, CRM; Oracle Financials and OBIEE
- Large and complex systems optimization, open systems performance expert
- Provide client IT architecture and infrastructure strategies including system and process analysis and design
- Technology liaison to client business leadership for enterprise systems operations and business practices

Litigation Consulting

- **<u>Iconic Hearts Holdings, Inc</u> v. Raj Vir; NGL Labs LLC; Joao Figueiredo; Hunter Isaacson; et al.** | Apr 2024–Present
  Jurisdiction: Superior Court CA, County Of Los Angeles
  Case Number: 22STCV21509
  Counsel: Bryan Cave Leighton Paisner, LLP
  Nature of Suit: Trade Secret, Breach-of-Contract

- **<u>Premier Magnesia, LLC</u> v. ECI Software Solutions, Inc.** | Mar 2024–Present
  Jurisdiction: Judicial Arbitration and Mediation Services (JAMS)
  Case Number: 5450000478
  Counsel: Stinson LLP

- **Hidden Empire Holdings, LLC v. <u>Darrick Angelone</u>** | Feb 2024–Present
  Jurisdiction: US District Court, Central District of California
  Case Number: 2:22-cv-06515
  Counsel: Kramer DeBoer & Keane
  Nature of Suit: Breach of Contract

- **Oriental Trading Company LLC v. <u>Denovo Ventures LLC</u>**
  <u>Denovo Ventures LLC</u> v. Legacy Holding Group, LLC. D/B/A Tip Top Solutions | Jan 2024–Present
  Jurisdiction: District Court of Douglas County, Nebraska
  Case Number: CI 2206047
  Counsel: Gordon Rees Scully Mansukhani, LLP
  Nature of Suit: Copyright, Breach of Contract

- **<u>City of Goodyear</u> v. Berry Dunn** | 2016
  In an arbitration regarding alleged failure of a for-hire project management firm to properly manage requirements, system integrator (SI) vendor selection and project delivery of a city-wide SAP ERP project. Conducted analysis of requirements documentation, SI vendor RFP and selection as well as project management artifacts to establish opinions that the defendant had failed to follow industry standards for requirements gathering, lacked expertise to select a vendor and manage an SAP project, did not use industry standards for project management. Case settled.

- **<u>Kemper Corporate Services, Inc</u> v. Computer Sciences Corporation** | 2016
  In an arbitration regarding the failed implementation of a property and casualty insurance system that was allegedly never made "generally available," conducted a code quality analysis of source code translated from COBOL to Java using industry standard code analysis software and rules databases. Compared performance testing data from single user testing, volume testing, stress testing, and batch testing to legacy system benchmarks and established test plans. Examined release documentation for evidence of independent quality control testing. Case settled.

- **<u>Orange County, CA</u> v. Tata Consulting Services** | 2016
In this breach of contract and fraudulent misrepresentation case in connection with the implementation of a new property tax management system. Examined process documents, architectural documents, testing documents, source code, defect reports, and IBM Rational and Microsoft Team Foundation Server systems. Reached opinions that Tata failed to develop PTMS using an "n-tier" architecture in accordance with its RFP response and design documents, deviated from its established software development processes, and misrepresented the extent to which unit and system testing had been completed during the project. Drafted expert and rebuttal reports. Assisted with identification of exhibits for trial. Consulting expert. Case settled.

- **<u>City of Goodyear</u> v. Quintel Management Consulting** | 2015
In a breach of contract case involving the implementation of an SAP ERP system for city-wide services management. Conducted analysis of RFP responses, project artifacts and software final delivery to determine if defendant's representations regarding software being fit for purpose and would meet requirements with out of the box functionality were accurate and whether software as delivered was standard or customized leaving major cost and supportability issues. Reviewed project artifacts and testing results to determine if software as delivered satisfied contractual requirements. Case settled.

- **<u>3M</u> v. State of Connecticut** | 2015
In an arbitration in which plaintiff was seeking payment for delivery of a state-wide integrated vehicle management system, the defendant contended that the software requirements had not been met. Conducted analysis of Microsoft's independent audit and application assessment in order to refute the results generated by the Microsoft Code Analysis Tool .NET (CAT.NET) which indicated certain security and code complexity requirements had not been met. Verbal report. Case settled.

- **<u>CGI</u> v. eHealth Ontario** | 2015
In this breach of contract case alleging wrongful termination for default of a contract to deliver a Chronic Disease Management System Diabetes Registry (CDMS-DR). Conducted analysis of documents and defect resolution tracking data to validate plaintiff's claims of delivery completion and establish that defendant impeded plaintiff's ability to deliver the project on schedule. Rebutted defendant's experts' claims that plaintiff failed to meet the contractual specifications and violated project management and software engineering standards causing delay and justifying defendant's termination of the contract. Parties agreed to a special arbitration wherein the plaintiff was awarded nearly $27 million CAD.

- **<u>ACADEMY, LTD d/b/a ACADEMY SPORTS + OUTDOORS</u> v. Wipro Limited and Wipro Inc** | 2015
In a breach of contract case involving the implementation of an Oracle Retail Merchandising System for a sporting goods retailer. Examined project management materials and process, architecture, and technical requirements as well as vendor roles in project delivery and key contractual deliverables. Reached opinions that the vendor failed to properly manage the project, deliver key personnel, and comply with contractual requirements for project delivery. Case settled.

- **<u>3M</u> v. Commonwealth of Kentucky** | 2014
In an arbitration in which plaintiff was seeking payment for delivery of a state-wide integrated vehicle management system, the defendant contended that the software requirements had not been met. Conducted analysis of Microsoft's independent audit and application assessment in order to refute the results generated by the Microsoft Code Analysis Tool .NET (CAT.NET) which indicated certain security and code complexity requirements had not been met. Case settled.

- **CedarCrestone, Inc v. <u>Affiliated Computer Services, LLC n/k/a Xerox Business Services</u>** | 2013
A software failure matter brought by a consulting and systems integration vendor against a Business Process Outsourcing (BPO) provider. Rebutted plaintiff's expert's opinions that project management failures and schedule delay allegedly caused by defendant impeded plaintiff's ability to attain critical project milestones. Proffered additional opinions that plaintiff's violations of project management and software engineering industry standards resulted in software defects that should have surfaced in plaintiff's developer testing, and which ultimately caused the failure of the overall BPO program. The plaintiff was subcontracted to provide a PeopleSoft upgrade forming the foundational system for the BPO. Established that the plaintiff's failure to successfully deliver the upgrade by the scheduled go-live date precluded the defendant's ability to go-live with the BPO, resulting in multi-million-dollar penalties and other consequential damages to the defendant. Case settled.

- **<u>Brookings</u> v. CedarCrestone, Inc** | 2010
In an IT project implementation failure case alleging the system integrator failed in deploying a PeopleSoft ERM grants system. Provided root cause analysis for project failure, focusing on the ISV role of the vendor in managing a project to delivery as well as actions by the plaintiff that contributed to the project failure. Opinions were core to the settlement of the suit. Case settled.

EDUCATION

JD, Juris Doctor of Law
Wake Forest University School of Law
BA, Public Administration, w/ minor MIS
Louisiana State University

EXECUTIVE EDUCATION

Leading Digital Transformation in Health Care
Harvard Medical School
Driving Digital Transformation
International Institute for Management Development (IMD)
Leading Strategic Growth
Columbia Business School
Managing Business Process Improvement
University of South Florida
Cost Management & Analysis
American Management Association

CERTIFICATIONS

Certified Healthcare CIO (CHCIO-CHIME)
Certified Data Privacy Solutions Engineer (CDPSE-ISACA)
Professional Cloud Architect (Google)
Project Management Professional (PMP-PMI)
Professional Software Engineering Master (PSEM-IEEE)
Certified Enterprise Architect (EACOE)
Business Continuity Architect (RSA Archer)
Florida State Licensed Private Investigator (C 2900564)

AFFILIATIONS

College of Healthcare Management Executives (CHIME)
Project Management Institute (PMI)
Enterprise Architecture Center of Excellence (EACOE)
American Society of Industrial Security (ASIS)
Institute of Electrical and Electronics Engineers (IEEE)
Information Systems Audit and Control Association (ISACA)
Maryland State Bar Association