

LOY O'KELLEY

PROGRAM DIRECTOR · TRANSFORMATION DELIVERY

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Fully Remote · U.S. Citizen · Clearance: inactive,
eligible for reactivation

\$75M+ ENTERPRISE PROGRAMS DELIVERED	20M+ END USERS IMPACTED	0 → Exit CONSULTANCY FOUNDED & ACQUIRED	20+ YEARS OPERATIONAL LEADERSHIP
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PROFESSIONAL SUMMARY

Program director-level delivery leader with two decades across U.S. Army leadership, a technology consultancy founded and exited through acquisition, and Big Four transformation delivery. Engaged when programs are over-budget, over-deadline, or under-governed — the operator who walks in on day one, rebuilds the RAID log, resets the governance cadence, and gets the train moving. \$75M+ in enterprise programs delivered across government, financial services, and healthcare, impacting 20M+ end users. MBA + MS Finance (Texas A&M); Executive Education (Harvard Business School). PMP · SAFe ACSM · Lean Six Sigma Black Belt.

CORE COMPETENCIES

- Technical Program Management
- PMO Design & Governance
- Risk & Dependency Management (RAID)
- Zero-Downtime Migrations
- Agile / SAFe / Scrum
- Cross-Functional Leadership
- Budget & Schedule Control
- Executive Reporting & KPIs
- Enterprise Program Rescue
- Stakeholder & Vendor Management
- AI-Augmented Delivery
- Release Train / PI Planning

PROFESSIONAL EXPERIENCE

Manager, Transformation Delivery

2021 – Present

KPMG US · Advisory

- Manager with director-scope accountability — lead concurrent multi-million-dollar transformation engagements across government, financial services, and healthcare; full lifecycle ownership from discovery through hypercare, with accountability for scope, schedule, budget, and C-suite escalation.
- **FL Agency for Health Care Administration — \$20M+ Medicaid platform overhaul:** led modernization across 10+ workstreams and 15+ stakeholder organizations; stood up complete CMS-compliant governance infrastructure. Zero critical defects at go-live.
- **CA Employment Development Department — \$25M multi-year modernization:** Agile delivery lead for security remediation, operational transformation, and UX improvement on a platform serving 18M+ residents; managed a 20-person distributed team and stood up the missing governance cadence. Engagement expanded multi-year.
- **Merrill Lynch — zero-downtime enterprise migration (2M+ users):** orchestrated release-train dependencies and rollback protocols across 8+ vendor teams; delivered ahead of schedule and under resource plan, generating \$10M+ in follow-on work.
- Built program governance standards, RAID frameworks, KPI dashboards, and Agile delivery playbooks adopted across the broader engagement portfolio.
- Stood up AI-augmented delivery workflows (Claude, Microsoft 365 Copilot, Power Automate) for status drafting, RAID upkeep, and executive summaries on active engagements — machine-drafted, human-signed.

Founder & CEO

2018 – 2021

Sapper Coding · Technology Consultancy · Acquired 2021

- Bootstrapped a technology consultancy from zero, ran it for three years across multiple industry verticals, and exited through acquisition — full P&L ownership across delivery operations, business development, and team growth.
- Built and led cross-functional delivery teams; drove Agile adoption and modern tooling that improved throughput and enabled scalable service expansion.

Engineer Officer (12A) · Prior Enlisted Infantry (11B)

2005 – 2018

U.S. Army · Honorable Retirement

- Commissioned officer, promoted from NCO. Ran concurrent operations where the deliverables were people, the stakeholders were governments, and tolerated variance was zero — two combat deployments to Afghanistan.
- Led teams of 100+ personnel across multinational environments; applied rigorous risk management and adaptive planning under extreme pressure and resource constraints.
- Combat Infantryman Badge · Meritorious Service Medal · Air Assault · Airborne · Prime Power School graduate (52-week technical program).

EDUCATION & CERTIFICATIONS

MS Finance — Texas A&M University	2020
MBA — Texas A&M University	2019
Executive Education, Program Management & Finance — Harvard Business School	2021
PMP (PMI) · SAFe ACSM (Scrum Alliance) · Lean Six Sigma Black Belt	
David L. Clark Leadership Award — National Leadership Institute	

DELIVERY STACK

Delivery & PM: Jira · Jira Align · Confluence · MS Project · Azure DevOps · Smartsheet · Planview

AI & Automation: Claude · Microsoft 365 Copilot · ChatGPT · Power Automate · Make · n8n · Zapier

Analytics & Reporting: Power BI · Tableau · Advanced Excel · EVM · Monte Carlo simulation

Frameworks: SAFe · PMBOK · Lean Six Sigma · Scrum · Kanban