

Robert D. Sparrow, CISM

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Senior Technology Executive

Senior Technology Executive with over 20 years experience in technology management in the financial, insurance and technology services industries. Successfully directed the planning, design, and implementation of numerous projects, activities, and organizational changes. Consistent record of excellence in the delivery of services, achievement of goals, customer service, and cost control. Excel in the areas of staff development, teamwork, morale and relationship building. Proven areas of expertise include:

◆ Strategic Technology and Business Planning	◆ Infrastructure Design and Implementation	◆ Organizational Development	◆ Leadership
◆ Budget development and Management	◆ Business Continuity / Disaster Recovery	◆ Compliance and Risk Management	◆ Relationship Building and People Management
◆ Project Management	◆ Outsourcing	◆ Change Management	◆ Customer Focused
◆ Large Scale Deployments	◆ Process Improvement	◆ Team Building	◆ Policies and Procedures

PROFESSIONAL EXPERIENCE

Sparrow IT Consulting

2007 - Present

Sparrow IT Consulting is a privately owned IT consulting company that focuses on assisting small to medium sized companies with their Information Technology planning and execution.

Primary services include:

- CIO Services
- Strategic Planning
- Application selection process
- Large application implementations
- Project planning and implementation
- Customer service
- Service level agreements and management
- Data center operations
- Information security and compliance
- Disaster Recovery
- Outsourcing
- Policies and procedures
- Vendor management

President/Consultant

Responsibilities for all aspects of the company. Developed the business plan, mission statement, services, and web site. Provide consulting services to small and medium size companies.

LockNET, Inc.

2005 - 2007

LockNET, Inc. is a privately owned network security and compliance company, which offers security, compliance and managed services to financial and small business clients in the states of Wisconsin, Minnesota, Iowa and Illinois. LockNET was formed in 2005.

Vice President of Technology

Responsible for the technology department, which includes the Network and Security Engineers and technicians, the Support Center, and the Network Operations Center.

- Planned and implemented the department structure and responsibilities

- Planned, developed and implemented, with other senior management, the service and product offerings, pricing, sales materials, and delivery processes.
- Evaluated and implemented the technology tools required to perform high quality service to clients
- Planned and Implemented CRM system
- Performed services for over 150 clients in 2006.
- Developed policies/procedures and workflow processes for sales, support center and service delivery.
- Participated on sales calls to high end clients

Merchants Financial Group, Inc.

2001 - 2005

Merchants Financial Group, Inc. is a financial services company located in Winona, MN with Community Banks in Minnesota and Wisconsin and assets over \$700 million.

Senior Vice President / CIO

Manage all Information Technology functions for Merchants Financial Group. Responsible for technology related decisions and plans for the corporation. Chaired the Information Technology Steering Committee and served as member of the Executive Management Team.

- Planned and implemented the following new systems/technologies/processes

◆ Internet Banking	◆ Project Management	◆ New Teller System	◆ Sales and Service System
◆ Imaging	◆ Intranet	◆ Improved Security	◆ Vendor Management
◆ Collection System	◆ Overdraft Protection	◆ CRM	◆ IP Phone System
◆ Check Imaging	◆ Process Improvement	◆ Loan Origination System	◆ Policies and Procedures

- Achieved significant improvements in the following areas:
 - ⇒ Customer satisfaction of the services provided by the Information Systems department
 - ⇒ Information systems security
 - ⇒ Project management process and reporting
 - ⇒ Information Systems budgeting process
 - ⇒ Information Systems employee morale and teamwork
 - ⇒ Compliance to OCC and audit requirements
 - ⇒ Disaster Recovery planning

ReliaStar Financial Corporation

1997 - 2000

ReliaStar was a comprehensive financial services company headquartered in Minneapolis, Minnesota. ReliaStar was the 11th largest publicly held life insurance holding company in the United States and provided a full range of life insurance and financial services to over 4 million customers.

Assistant Vice President

Responsible for the Systems Management Department which included operations, technical services, network, distributed systems, internet/intranet infrastructure, help desk, data security, and disaster recovery. Systems Management environment included an IBM OS/390, Unix, NT, and Novell operating systems and a staff of over 190 in four locations.

- Successfully managed \$36 million budget.
- Upgraded headquarters campus to Ethernet switched network, improving network costs, performance, and scalability.
- Presented, gained approval, and implemented tape automation with tape silos and virtual tape technology. This reduced overall costs while significantly improving tape handling.
- Consolidated multiple data centers & help desks into Minneapolis operation.
- Implemented asset management processes and tools to improve management of PC hardware and software assets and to meet software compliance requirements.
- Developed strategy and plan for systems management implementation. Completed phase I of implementation, which included event management, cross platform scheduling, and performance management. Implementation included OS/390, Unix, NT, and Novell platforms.
- Developed plan for deployment of standard workstation and file/print services for the Enterprise. Project also included Novell server consolidation, NetWare5 upgrade, and deployment of standard email/calendar system. Deployment completed in 2000.
- Established service level measurements for all operational units.

IBM/Integrated Systems Solution Corporation

1992 – 1997

IBM Global Services

Integrated Systems Solution Corporation is a wholly owned subsidiary of IBM that provides outsourcing and systems integration services. Participated in all aspects of the outsourcing business, including the engagement process, contract negotiations, and delivery of service.

Manager of Project Management Group

Responsible for the Project management group for large Distributed Systems Management contract.

- Developed a contract master plan consisting of over 60 operations and project plans.
- Implemented project management time reporting for all operations staff. Combined the Operations plan with project plans to create a master plan for the contract. The master plan is used to schedule work and resources and to track and manage projects and schedules.

Operations Manager

Managed the operations department consisting of six departments and 130 staff members. The operations department was responsible for delivery of service to over 6,000 end customers.

- Managed the transition plan for the contract.
- Provided support to over 50 UNIX servers, 100 Novell servers, and the network infrastructure.
- Managed the planning, design, and implementation of network switching technology.
- Exceeded all operations service levels.

Manager of Branch Automation & New Business

ISSC Project Manager for branch automation project for a major northeast financial institution with over 350 branches. Member of proposal team for outsourcing contracts and selected as Project Executive for a full outsourcing contract and two distributed systems management contracts.

Commerce BancShares, Inc.

1988 - 1992

Financial services organization headquartered in Kansas City, Missouri with over 100 locations and assets over \$6.5 billion.

Senior Vice President of Information Services

Managed all Information Services functions for Commerce BancShares, with a staff of 170. Responsible for technology related decisions and plans for the corporation.

- Developed and implemented a 3 year strategic plan for the IS organization to replace applications, update operating environment, and improve service levels.
- Converted all affiliate banks to new Deposit and Loan application software. During this process relationships were established with the business leaders that resulted in the appropriate business process changes to enable the IS organization to implement the new applications with minimum changes to the purchased applications. This resulted in significantly lower on-going support costs.
- Significantly improved service levels, customer satisfaction, and the effectiveness of the IS division by implementing better processes, upgrading equipment and software to the appropriate technology, and implementing a more customer focused culture.
- Implemented LAN-based platform automation technology in 110 banking locations.
- Implemented network cost reduction programs resulting in annual savings of over \$500,000.
- Successfully managed the transition to operations outsourcing contract with ISSC. Managed the proposal process, presented the concept and proposal to senior management and the Board of Directors, and served as a member of the negotiation and contract team.