

# CHAHAT SHAH

Infrastructure & Capital Program Leader | • AI-Enabled Government Delivery • [www.chahatsshah.com](http://www.chahatsshah.com)

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## PROFESSIONAL SUMMARY

Infrastructure and capital program leader with 14 years across Deloitte, EY, government, and Harvard, taking major public infrastructure from financing and procurement design through delivery, spanning US city government, Indian state and national programs, and international financial institutions. Harvard MPA (STEM-designated) applying AI to government delivery. I help institutions close the gap between capital committed and outcomes delivered.

## SIGNATURE IMPACT

- **Adopted in National Policy:** Designed a \$400M blended-capital housing finance model for a state benefiting 300,000 families, adopted into India's National Mission Guidelines, scaling delivery toward 10 million families.
- **Commercial & Delivery Excellence:** Delivered a \$200M+ capital portfolio and governed \$500M in annual public procurement across 600+ contracts completed within budget, approved timelines, and without disputes or litigation losses.
- **Revenue & Market Growth:** Built EY infrastructure advisory practice leading to 6X portfolio growth, \$10M+ in advisory sales, and 1.8X engagement margin improvement; expanded into two new markets at Deloitte.
- **People & Practice Leadership:** Built and led advisory teams of up to 40; developed talent through structured mentoring: 6 members earned MBAs, 2 earned M.Techs, 1 pursuing a PhD.
- **AI-Enabled Governance:** Building a live program performance dashboard for the Office of the Mayor of Las Vegas; authored municipal AI adoption frameworks at Harvard's Bloomberg Center for Cities.

## PROFESSIONAL EXPERIENCE

### **Fellow - Bloomberg Harvard City Leadership Initiative**

July 2026 – Present

Harvard University – Bloomberg Center for Cities

Las Vegas, NV

- Serve as embedded advisor to the Office of the Mayor of Las Vegas on its multi-agency Downtown Homelessness Intervention; own the cross-agency delivery diagnosis and the program scaling strategy presented to the Mayor's office.
- Developed a real-time performance dashboard using AI-assisted development, giving the Mayor's office live visibility into outcomes across participating agencies.

**Skills:** Cross-agency program delivery • stakeholder alignment • AI dashboarding • outcomes measurement

### **Research Assistant – Data-Smart City Solutions**

Aug 2025 – Dec 2025

Harvard University – Bloomberg Center for Cities

Cambridge, MA

- Led applied research on generative AI adoption across US municipal governments: permitting, transportation, community engagement; synthesized findings into decision frameworks presented to city administrators, directly informing AI adoption and governance choices.

**Skills:** Applied-AI research • policy framework design • municipal governance

### **Director (on sabbatical leave since July 2025)**

Apr 2024 – Present

Deloitte Touche Tohmatsu India LLP

Ahmedabad, India

- Own business development, revenue delivery, and a 40-member advisory practice spanning urban, transport, and sports infrastructure; expanded the practice into two new markets.
- Directed the feasibility and infrastructure readiness study underpinning India's winning Commonwealth Games 2030 bid: a four-month assessment across 30+ agencies covering transport, venues, sustainability, and economic impact.
- Advised a state road transport corporation on asset management and non-fare revenue strategy across 200+ assets; built an 8-year capex/opex planning model to drive data-based investment decisions.

**Skills:** P&L ownership • business development • feasibility & readiness studies • asset management • capex/opex modeling

### **Vice President – Strategy & Transactions**

Mar 2019 – Mar 2024

Ernst & Young LLP (EY)

Raipur, India

- Built EY's infrastructure advisory practice in a new market from inception, owning client origination, delivery, and engagement economics across urban infrastructure, finance, and P3 transaction advisory.
- Designed the \$400M blended-capital affordable housing finance model adopted into India's National Mission Guidelines, scaling delivery toward 10 million families.
- Originated and structured the state's first-ever Asian Development Bank engagement in the urban space through a two-year relationship and problem-definition effort, securing a technical assistance grant and a landmark MoU for long-term concessional infrastructure financing.

- Restructured statewide waste management design, procurement, and financing for 7 million citizens, cutting program cost 90% and enabling a 1,600-tonne/day operation and 9,500 green jobs; the program contributed to the state being recognized as India's cleanest.
- **Authored** a State Planning Commission policy chapter on municipal revenue augmentation, providing the framework for financially self-reliant cities and informing subsequent urban-finance reforms.

**Skills:** Practice building • client origination • PPP/P3 transaction advisory • blended finance • multilateral (ADB) engagement • urban-finance policy • transaction advisory • business development • strategy • procurement & contracts

**Chief Minister Good Governance Fellow – Urban Administration Dept.**

Jan 2018 – Jan 2019

Chhattisgarh Infotech Promotions Society (CHiPS)

Raipur, India

- Designed and implemented statewide procurement governance across 168 urban local bodies, standardizing processes, supplier qualification, and contract management protocols governing \$500M in annual public expenditure.
- Structured a single statewide tender enabling procurement of 26,725 affordable housing units; achieved zero litigation losses across 100+ contracts and cut procurement cycle time 15%.

**Skills:** Public procurement governance • tender structuring • contract management • supplier qualification • category management

**Manager – Contracts**

Dec 2012 – Jan 2018

GIFT SEZ Ltd (India's first greenfield smart city)

Gandhinagar, India

- Managed full capital program delivery for a \$200M+ infrastructure portfolio: 15 concurrent packages from specification and FIDIC-based procurement through completion, all on schedule and within approved budget, with zero cost overruns, zero disputes, and zero litigation losses across 500+ contracts over five years.
- Owned the end-to-end selection and delivery of a Tier 4 data center at GIFT City: ran the procurement process to select the developer-operator (a joint venture SPV of two agencies), and coordinated infrastructure connections, entitlements, regulatory approvals, Tier 4 certification consideration, and commissioning to bring the facility from raw land to operational status.
- Authored procurement policy and SOPs; implemented source-to-contract automation that cut procurement cycle time 20% and became an institutional benchmark, enabling an estimated 15M sq ft of sustainable urban development.

**Skills:** FIDIC procurement & contract administration • capital program delivery • claims & risk management • source-to-contract automation • data-center delivery • total cost of ownership

**Early Career**

2009 – 2012

- **Associate, CRISIL (2012):** structured P3 financial viability and municipal revenue models for Kalyan-Dombivli Municipal Corporation.
- **Project Engineer, MWH (now Stantec) (2011–2012):** engineered water infrastructure for a 22 km riverfront regeneration, researched an estimated 500 kW of micro-hydro generation in an STP, winning a Gold medal for this thesis.
- **Graduate Engineer Trainee, Essar Projects (2009–2010):** applied ISO 9001 and OHSAS 18001 protocols on construction of a greenfield SEZ steel plant.

## EDUCATION

**Harvard University, John F. Kennedy School of Government**

Cambridge, MA

Master in Public Administration (STEM) | Fellow, Edward S. Mason Program in Public Policy and Management

2025 – 2026

**CEPT University**

Ahmedabad, India

M.Tech – Infrastructure Engineering & Management

2010 – 2012

**Gujarat University**

Ahmedabad, India

Bachelor of Civil Engineering | Major: Transportation

2005 – 2009

## HONORS, AWARDS & APPOINTMENTS

- Academic Achievement Awards (Gold Medals), CEPT University: Best Graduating Student, Overall Performance and Best Thesis Student, M.Tech | Milestones 2020: Curiosity Challenge EMEA, EY (2020) | I am Exceptional - Entrepreneurial Award - EY (2020)
- Member, Task Force on Urban Development and Management, Chhattisgarh State Planning Commission (2021) | Member, Arbitration Committee, Urban Development Department (EY tenure)

## CERTIFICATIONS & MEMBERSHIPS

Certified Procurement Professional (CPP™), ISM (2024) | Contracts Management (CPCM), World Bank (2019) | Public Procurement (CPPP), World Bank (2019) | Member, Institute for Supply Management | Chartered Engineer, The Institution of Engineers (India)