

**BEST AND FINAL OFFER (BAFO) - PRICE SCHEDULE**

June 6, 2013

RFP 14-X-23110

**AUDITING AND OTHER RELATED SERVICES FOR DISASTER RECOVERY (HURRICANE SANDY)**

Refer to RFP [Section 3.0](#) (Scope of Work) for task requirements and deliverables, [Section 4.4](#) (Organizational Support and Experience), and [Section 6.7.2](#) (Bidder's Price Schedule) for additional information regarding this Price Schedule. Failure to submit all information required will result in the proposal being considered non-responsive.

**Bidder's Name:**     **Solix, Inc.**    

**POOL 1: PROGRAM AND PROCESS MANAGEMENT AUDITING**

<b>LINE #</b>	<b>STAFF CLASSIFICATIONS</b>	<b>YEAR 1 HOURLY RATE</b>	<b>YEAR 2 HOURLY RATE</b>	<b>YEAR 3 HOURLY RATE</b>
1	Partner/Principal/Director	\$ 192.90	\$ 192.90	\$ 192.90
2	Program Manager	\$ 192.90	\$ 192.90	\$ 192.90
3	Project Manager	\$ 154.49	\$ 154.49	\$ 154.49
4	Subject Matter Expert	\$ 193.92	\$ 193.92	\$ 193.92
5	Supervisory/Senior Consultant	\$ 135.18	\$ 135.18	\$ 135.18
6	Consultant	\$ 121.02	\$ 121.02	\$ 121.02
7	Associate/Staff	\$ 98.80	\$ 98.80	\$ 98.80
8	Administrative Support Staff	\$ 47.73	\$ 47.73	\$ 47.73

<b>Line #</b>	<b>Pass Through Price Lines *</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
9	Other Direct Costs	N/A	N/A	N/A
10	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- \* The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

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Bidder's Name: Solix, Inc.**POOL 2: FINANCIAL AUDITING AND GRANT MANAGEMENT**

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
11	Partner/Principal/Director	\$ 192.90	\$ 192.90	\$ 192.90
12	Program Manager	\$ 192.90	\$ 192.90	\$ 192.90
13	Project Manager	\$ 154.49	\$ 154.49	\$ 154.49
14	Subject Matter Expert	\$ 193.92	\$ 193.92	\$ 193.92
15	Supervisory/Senior Consultant	\$ 135.18	\$ 135.18	\$ 135.18
16	Consultant	\$ 121.02	\$ 121.02	\$ 121.02
19	Associate/Staff	\$ 98.80	\$ 98.80	\$ 98.80
18	Administrative Support Staff	\$ 47.73	\$ 47.73	\$ 47.73

Line #	Pass Through Price Lines *	Year 1	Year 2	Year 3
19	Other Direct Costs	N/A	N/A	N/A
20	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- \* The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

**BEST AND FINAL OFFER (BAFO) - PRICE SCHEDULE**

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Bidder's Name: Solix, Inc.Solix, Inc. does not submit a bid on Pool 3**POOL 3: INTEGRITY MONITORING/ANTI-FRAUD**

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
21	Partner/Principal/Director	\$	\$	\$
22	Program Manager	\$	\$	\$
23	Project Manager	\$	\$	\$
24	Subject Matter Expert	\$	\$	\$
25	Supervisory/Senior Consultant	\$	\$	\$
26	Consultant	\$	\$	\$
27	Associate/Staff	\$	\$	\$
28	Administrative Support Staff	\$	\$	\$

Line #	Pass Through Price Lines *	Year 1	Year 2	Year 3
29	Other Direct Costs	N/A	N/A	N/A
30	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- \* The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.



# **Prequalification Pools: Auditing and Other Related Services In Support Of Disaster Recovery (Hurricane Sandy) Pools 1 and 2 Request for Proposal: 14-X-23110**

Prepared for

**State of New Jersey,  
Division of Purchase and Property**

May 31, 2013

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## TABLE OF CONTENTS

<b>TECHNICAL PROPOSAL</b> .....	<b>5</b>
Introduction and Overview .....	6
Solix, Inc.....	151
Hagerty Consulting.....	11
Holmes & Company, LLC.....	21
<b>MANAGEMENT OVERVIEW</b> .....	<b>24</b>
Pool 1: Program and Process Management Auditing.....	25
Develop Process, Controls and Technologies to Support FEMA Administered Programs .....	25
Review and Improve Procedures for Addressing Reimbursement Backlogs .....	26
Perform Workload Analysis, Skills Gap Analysis, Organizational Effectiveness and Workforce Recruiting Strategies.....	27
Implement a Compliance Sanctions Program.....	28
Support Account Reconciliations .....	28
Conduct Quality Assurance / Quality Control Reviews and Assessments .....	29
Risk Analysis and Risk Management.....	29
Provide Consulting Services to Reduce the Reconciliation Backlog .....	29
Consulting Services for Subject Matter Expert (SME) .....	30
On-Site and Remote Monitoring .....	30
Pool 2: Financial Auditing and Grant Management .....	31
Management Overview .....	31
Financial and Administrative Functions .....	31
Develop and Modify Policies, Procedures, Systems and Applicable Government Regulations.....	32
Integration of the Electronic Grants Management Program .....	32
Grant Management and Fiscal Management Processes.....	34
Internal and External Reviews of Risk and Program Effectiveness Performance Assessment Process .....	34
Business Office Monitoring .....	35
Training for Detection and Prevention of Fraud .....	37
Financial Reporting Compliance .....	38
<b>CONTRACT MANAGEMENT</b> .....	<b>39</b>
Task Order Proposals .....	41
All Pools – Deliverables .....	41
All Pools – Reporting and Documentation .....	43
<b>ORGANIZATIONAL SUPPORT AND EXPERIENCE</b> .....	<b>46</b>
Organization and Support.....	47
<b>REFERENCES</b> .....	<b>52</b>
<b>EXPERIENCE OF BIDDER ON SIMILAR CONTRACTS</b> .....	<b>53</b>
Disclosure.....	53

**REQUIRED FORMS.....55**  
**FINANCIAL CAPABILITY OF THE BIDDER.....56**  
**RESUMES.....57**

# Technical Proposal



## INTRODUCTION AND OVERVIEW

Solix, Inc. is pleased to submit a proposal to the State of New Jersey in response to RFP RFP # 14-X-23110 for Auditing and Other Related Services in support of disaster recovery following Hurricane Sandy. Solix, a New Jersey-based company not on a GSA schedule, is responding to this RFQ as prime contractor, leading the same team Hagerty Consulting and Holmes & Company, LLC (the Solix Team), that was awarded a contract for Pools 1 & 2 under the prior GSA RFQ (Hagerty Consulting).

Solix understands that New Jersey experienced an estimated \$3.8B in damage to homes and apartments throughout the State, over \$380M in commercial property losses as well as another \$63M in business interruption losses, and extensive losses to the incomes of local governments due to declining tax revenues. Over 60,000 applications have been approved for Individual Assistance, totaling more than \$377M. Obligations for Public Assistance is over \$241M, including over \$21M for permanent work. The Solix Team, with deep experience in disaster recovery, understands the post-disaster needs of communities and the federal grant programs intended to help them. We know that the State needs the right team to assist in financial management services, and that many questions will arise over the course of recovery. These may include:

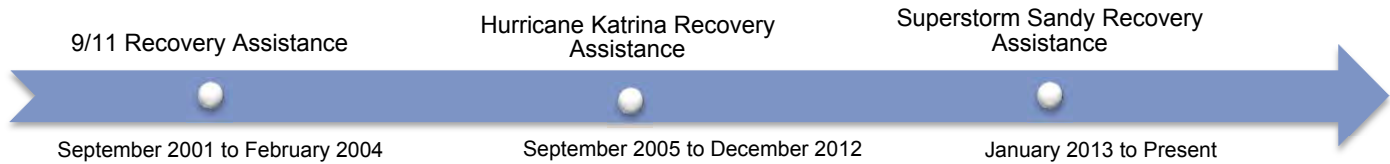
- ◆ How should FEMA's insurance rule for "obtain and maintain" apply when the grantee is self-insured?
- ◆ How should code and standard upgrades be applied to damaged elements?
- ◆ What about latent water damage due to salt water intrusion?
- ◆ What about reimbursement to Private-non-Profits (PNPs) that serve the State in an almost quasi-governmental way?
- ◆ What is the best way to track Program Management and Disaster Administrative Costs?
- ◆ How will invoices be reconciled, costs captured, and reimbursements reflected in the underlying accounting records?
- ◆ How do we ensure that we are collecting all eligible funding from all Federal and State programs?
- ◆ How do we ensure we are not duplicating benefits?

In this proposal we will demonstrate why we are suited to meet and exceed the requested requirements. The Solix Team was thoughtfully assembled to meet or exceed the requirements of Pools 1 and 2, making our Team the best qualified to work with the State because:

- ◆ We have extensive experience in disaster recovery programs.
- ◆ We can make program implementation in New Jersey more efficient by applying principles tested in NYC.
- ◆ We have in-depth knowledge of information technology and grants management.
- ◆ We can provide the right people for every Task Order and offer an on-the-ground local presence with offices in New Jersey.

- ◆ We can uphold the integrity of the recovery program by focusing on accountability and transparency.

*We have extensive experience in disaster recovery programs.*



One of the key benefits of choosing the Solix Team is our deep experience working with local, State and Federal governments following some of the Nation’s most challenging and devastating disasters. Our professionals have supported local, State, and Federal governments in recovery. This includes interfacing with State and Federal agencies, with FEMA following catastrophic disasters, grants management, and the administration of monitoring and oversight programs. We worked with the City of New York following the attacks of September 11<sup>th</sup>, and worked with FEMA to help streamline and engineer programs to expedite the distribution of funding. Through our work following Hurricane Katrina both with FEMA and the City of New Orleans, we know how Federal rules have been applied following catastrophic disasters across multiple agencies and programs – such as through HUD Community Development Block Grants and through the Department of Transportation. We bring proven procedures, processes and systems used in New Orleans and through FEMA’s Community Disaster Loan (CDL) to manage and track the financial functions of billion dollar programs. Our good work and reputation in disaster recovery resulted in Hagerty being awarded a contract with the City of New York to provide technical assistance on FEMA programs to facilitate recovery from Hurricane Sandy – a role we are honored to hold given our prior experience working with the City. Specifically, members of our team have:

- ◆ Managed the financial management functions for the \$1B reconstruction of New Orleans after Hurricane Katrina, including conducting an internal controls review, developing audit checklists, and reconciling PW estimates to actual costs.
- ◆ Re-engineered, coordinated, implemented, and maintained the \$1.3 Billion Special Community Disaster Loan program after Hurricane Katrina.
- ◆ Developed and helped implement new financial management, grant management, and accounting protocols and processes to help the City of New Orleans effectively manage billions of dollars in Federal recovery grants, including the FEMA PA and the HUD Community Development Block Grant.

While we have many more examples of the work we have performed for our clients, we believe the bullets above demonstrate our experience in dealing with FEMA in the aftermath of major catastrophic events, experience interfacing with state and federal agencies in the administration of a monitoring or oversight capacity, success with Federal

and State documentation practices necessary to ensure receipt and retention of grant funding, and experience monitoring grants and supplemental appropriations from the Congress as well as Federal agency funds following a catastrophic event.

*We can make program implementation in New Jersey more efficient by applying principles tested in NYC.*

The Solix Team is in a unique position to provide the State of New Jersey and Using Agencies strategic advisory services to leverage those strategies that have been effective and previously tested. By using what works, program implantation in the State will be streamlined, with less time and resources required to initiate grant programs.

*We have in-depth knowledge of information technology and grants management.*

All members of the Solix Team have direct experience implementing technology programs to facilitate grant management and ensure compliance. Solix developed GrantEase, a proprietary grants management system that serves as a critical resource for tracking spending histories, fund balances, deliverables schedules and progress reporting for grants management clients. This system provides easily customizable forms, templates, and systems through which to submit documentation and reports. In addition, Hagerty developed a Quickbase software platform leveraged by the City of New Orleans to track incoming grant funds and outgoing funds across multiple funding streams and projects to facilitate project prioritization and provide an additional layer of internal controls and expedite projects. These systems are proven, web-based, and secure and can provide the State of New Jersey with customized solutions for grants management that easily interface with existing financial management systems.

*We can provide the right people for every Task Order and offer an on-the-ground local presence with offices in New Jersey.*

The Solix Team has a broad depth of individuals to pull from to provide the right mix of people from day one. With combined cadres of over 600 professionals, Solix can offer federal grants subject matter expertise, information technology systems implementation, or Community Disaster Loans Specialists to fulfill the unique needs of any Task Order issued by the State. Solix has tested processes implemented across multiple recovery programs and Task Order based contracts to assemble a team for the project to make sure we meet or exceed the needs of the Client. Further, with offices in Parsippany, New Jersey and Woodbury, New Jersey, our Team has a local presence to provide an enhanced level of responsiveness to the State and Using Agencies throughout the State. Further, our professionals located in the State of New Jersey were directly impacted by Hurricane Sandy and have an overall vested interest in working with Using Agencies to facilitate recovery.

*We can uphold the integrity of the recovery program by focusing on accountability and transparency.*

The Solix Team is skilled in auditing and compliance. We understand that the overall integrity of the recovery program is contingent on following the requirements of multiple grant programs with timely reporting and full transparency into the overall distribution of funding. The Solix Team has worked with multiple clients – FEMA, the City of New Orleans, the Federal Transit Administration, and the Federal Communications Commission among others – to ensure comprehensive programmatic compliance and accountability across multiple jurisdictions. Integrity is fundamental to our core principles and will be a focus of every Task Order executed by the Solix Team.

Comprehensive Team Experience Table																	
Project Name	Pool 1										Pool 2						
	a	b	c	d	e	f	g	h	i	j	a	b	c	d	e	f	g
New York 9/11 Recovery	✓				✓	✓	✓	✓		✓	✓	✓	✓		✓		✓
New York 9/11 Expedited Public Assistance Closeout	✓				✓	✓	✓	✓		✓	✓		✓		✓		✓
City of New Orleans Hurricane Katrina Recovery	✓	✓			✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓
City of New Orleans Community Development Block Grant Recovery	✓				✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓
City of New Orleans Internal Controls	✓	✓			✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓
NISTAC Public Assistance Technical Assistance Contract	✓	✓			✓	✓	✓	✓		✓							Not Applicable
City of New York Sandy Recovery	✓				✓	✓	✓	✓		✓	✓	✓	✓	✓	✓		✓
Universal Service Administrative Company – Schools & Libraries (E-Rate) Program	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
Public Utility Commission of Texas- Texas Low Income Discount Administrator (LIDA)	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
California Public Utilities Commission – California LifeLine Program	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓
Florida Department of Health, Division of Disease Control & Health Protection (DDCHP), Office of Public Health Research (OPHR)	✓	✓	✓	✓	✓	✓	✓				✓	✓	✓	✓	✓	✓	✓
U.S. Department of Transportation, Federal Transit Administration (FTA) Financial Management Oversight (FMO)	✓	✓		✓	✓	✓	✓	✓			✓		✓	✓	✓	✓	✓
Parking Authority of the City of Camden. Comprehensive Accounting and Consulting Services.	✓	✓		✓	✓	✓	✓	✓									Not Applicable
Federal Transit Administration (FTA), Financial Management Oversight Audits of Federal Grant Compliance	✓	✓		✓	✓	✓	✓	✓			✓		✓	✓	✓	✓	✓

## Solix

Solix, a shareholder-owned, independent stock corporation with corporate offices in Parsippany, New Jersey. Founded in 2001, Solix is a New Jersey-based business process outsourcing firm with comprehensive expertise in eligibility determination and complex program administration services. Many of the 450+ Solix employees located in New Jersey were personally impacted by Hurricane Sandy.

Solix provides services to 14 state agencies spanning 12 states and supported by our work centers in Illinois, Indiana, and Missouri, our work force of nearly 1,000 is 100% U.S.-based. Our domestic focus is important to us and our clients.

Solix is an award winning firm, and has been honored with numerous State, regional, and national awards. Of special note, Solix was informed in March 2013 that the firm was awarded the **2012 Project of Year Award by the New Jersey Chapter of the Project Management Institute (PMI)** for the design and implementation of the national Connect2Compete discounted broadband initiative.



Solix's core capabilities include:

- ◆ Providing program management and grant application services where applicant qualification/eligibility determination is a key component;
- ◆ Rapidly designing and implementing comprehensive solutions to efficiently administer complex processes with a focus on customer satisfaction;
- ◆ Employing skilled and experienced personnel to work with clients to ensure policy and operational goals are met;
- ◆ Providing end-to-end customer communications, including outreach, initial contact, education, process support, and follow-up;
- ◆ Deploying proven web-based systems and platforms to securely collect, process, and protect program information; and
- ◆ Ensuring program integrity through process controls and reviews to minimize waste, fraud, and abuse.

Solix has designed, implemented, and manages a wide spectrum of complex governmental and quasi-governmental public benefit programs at both the Federal and State levels. As a neutral administrator of an array of public programs, Solix is subject to more than a dozen external audits each year, including by the Government Accountability Office (GAO), and the Federal Communication Commission's (FCC) Office of the Inspector General (OIG). Solix processes and solutions have been further verified through successful Service Organization Controls (SOC) -1 audits.

Contingent on the Task Order and needs of the End User, Solix will provide services in both Pool 1 and Pool 2. Solix past performance and skills demonstrated for the tasks associated with each of these Pools is presented below.

Solix Pool 1 Past Performance and Capabilities

Project Name	Description	Duration	Budget	a	b	c	d	e	f	g	h	i	j
[REDACTED]	Program management, project management, process and procedure development, eligibility review, progress/performance review, training, audit support, data analysis and reporting, statistics development, change processing, systems development, website hosting and maintenance, technical support, call center, data entry, fulfillment, imaging, document management, IVR, multilingual call center and fulfillment, special compliance reviews, program integrity reviews, compliance, and investigations.	14 years (1998 to Present)	Total Contract Budget: [REDACTED]	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Points of Contact</b>	[REDACTED]	[REDACTED]	[REDACTED]										
[REDACTED]	Developing, implementing, and administering a coordinated enrollment process, maintaining a database of applicants and eligible customers, operating a call center, printing and mailing application forms, reviewing applications and all supporting documentation, and providing lists of eligible customers to electric and telecommunications carriers. Solix also developed and implemented the IT platform used for this purpose.	8 years (2004 to Present)	Total Contract Budget: [REDACTED]	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Points of Contact</b>	[REDACTED]	[REDACTED]	[REDACTED]										
[REDACTED]	Program management, project management, process and procedure development, eligibility review, progress/performance review, training, audit support, data analysis and reporting, statistics development, change processing, systems development, website hosting and maintenance, technical support, call center, data entry, fulfillment, imaging, document management, IVR, multilingual call center and fulfillment, braille fulfillment, and TTY services.	6 years (2006 to 2012)	Total Contract Budget: [REDACTED]	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Points of Contact</b>	[REDACTED]	[REDACTED]	[REDACTED]										

Solix Pool 1 Past Performance and Capabilities

Project Name	Description	Duration	Budget	a	b	c	d	e	f	g	h	i	j
[REDACTED]	For two state-funded, biomedical research competitive grant programs offering a dozen types of grants, Solix provides program management, project management, process and procedure development, drafting of Requests for Applications, application processing, administrative and scientific peer review of grant applications and progress reports, acceptance and review of grant financial and performance reports, grantee site visits, public website hosting and maintenance, and web-based grant management infrastructure via Solix's GrantEase® system, among other services.	8 years [REDACTED] (2004 – 2012) [REDACTED] (2012 – present)	Total Contract Budget [REDACTED]										
				✓	✓	✓	✓	✓	✓	✓			
Points of Contact	[REDACTED]	[REDACTED]	[REDACTED]										



Solix Pool 2 Past Performance and Capabilities

Project Name	Description	Duration	Budget	a	b	c	d	e	f	g
[REDACTED]	Program management, project management, process and procedure development, eligibility review, progress/performance review, training, audit support, data analysis and reporting, statistics development, change processing, systems development, website hosting and maintenance, technical support, call center, data entry, fulfillment, imaging, document management, IVR, multilingual call center and fulfillment, special compliance reviews, program integrity reviews, compliance, and investigations.	14 years (1998 to Present)	Total Contract Budget: [REDACTED]	✓	✓	✓	✓	✓	✓	✓
[REDACTED]	Developing, implementing, and administering a coordinated enrollment process, maintaining a database of applicants and eligible customers, operating a call center, printing and mailing application forms, reviewing applications and all supporting documentation, and providing lists of eligible customers to electric and telecommunications carriers. Solix also developed and implemented the IT platform used for this purpose.	8 years (2004 to Present)	Total Contract Budget: [REDACTED]	✓	✓	✓	✓	✓	✓	✓
[REDACTED]	Program management, project management, process and procedure development, eligibility review, progress/performance review, training, audit support, data analysis and reporting, statistics development, change processing, systems development, website hosting and maintenance, technical support, call center, data entry, fulfillment, imaging, document management, IVR, multilingual call center and fulfillment, braille fulfillment, and TTY services.	6 years (2006 to 2012)	Total Contract Budget: [REDACTED]	✓	✓	✓	✓	✓	✓	✓
[REDACTED]	For two state-funded, biomedical research competitive grant programs offering a dozen types of grants, Solix provides program management, project management, process and procedure development, drafting of Requests for Applications, application processing, administrative and scientific peer review of grant applications and progress reports, acceptance and review of grant financial and performance reports, grantee site visits, public website hosting and maintenance, and web-based grant management infrastructure via Solix's GrantEase® system, among other services.	8 years [REDACTED] (2004 – 2012) [REDACTED] (2012 – present)	Total Contract Budget: [REDACTED]	✓	✓	✓	✓	✓	✓	✓

### Hagerty Consulting

Solix will be joined by Hagerty Consulting, Inc. (Hagerty) a growing 100-person public sector management consulting firm based in Evanston, Illinois. Since it was founded in 2001, Hagerty has successfully completed more than 150 projects, ranging in size from \$10,000 to \$10 million. Hagerty focuses on the public sector, and specializes in emergency management. Current and previous clients include the Federal Emergency Management Agency (FEMA), the City of New York, the State of Mississippi's Department of Emergency Management, the Philadelphia Governor's Office of Emergency Services, the San Francisco Bay Area Urban Area Security Initiative, and the City of New Orleans.

Over the past ten years Hagerty has developed a reputation as one of the premiere firms for analyzing and implementing recovery programs, including FEMA's Public Assistance and Community Disaster Loan (CDL) Program. Hagerty has been called upon time and time again to tackle some of the nation's most difficult recovery challenges that involve complex financial, data, and policy analysis. Hagerty has extensive and successful experience in program management and Federal financial program management in this area on both the Federal and local side. Currently, Hagerty is providing program management and financial management services to the City of New York to facilitate recovery from Sandy. Prior to this, Hagerty completed a 5-year, \$12M, 25-person financial recovery effort for the City of New Orleans following Hurricane Katrina.

*A sampling of our past performance in recovery programs includes...*

- ◆ **Managing the \$7.4B 9/11 federal recovery effort**
- ◆ **Managing the financial management functions for the City of New Orleans \$1B reconstruction program**
- ◆ **Managing the \$1.3B Congressionally created Special Community Disaster Loan (SCDL) after Katrina**
- ◆ **Serving in lead quality control roles for the Mississippi Katrina \$2.5B PA program**
- ◆ **Conducting improper payment act and A-123 Internal Controls Review for DHS**
- ◆ **Serving in senior Public Assistance Program advisor roles to clients**

Hagerty's quality of work is evidenced by the fact that there have been no known adverse audit findings on major projects led by Hagerty (e.g., 9/11 and Katrina Special CDL); many of our innovations such as the Incremental Cost Approach, the Baseline Cost Generator, and NOLA Quickbase Disaster Financial Management System have been recognized as best practices; in formal client evaluations since May, 2009, 94% of our clients have rated us exceptional or higher than expected, with the other 6% rating us fully as expected (Source: Perfolio®); and we regularly team with and are sought after by top consulting and engineering firms such as the PricewaterhouseCoopers, Grant Thornton, Accenture, Deloitte, URS, Tetra Tech, CH2M Hill, and others.

Hagerty Consulting Pool 1 Past Performance and Capabilities													
Project Name	Description	Duration	Budget	a	b	c	d	e	f	g	h	i	j
[REDACTED]	Provided management and technical support to FEMA's Public Assistance program after 9/11. Developed and implemented a strategic plan to obligate 1500 grants totaling \$7.4B in Public Assistance grants in less than 24 months. Grants covered debris removal, emergency protective measures and infrastructure repairs. To date, there have been no known adverse findings by FEMA's Office of Inspector General regarding any of the grants. Re-engineered the closeout process to programmatically close out all grants in six months or less while complying with federal rules and regulations.	3 years (2001 to 2004)	Total Contract Budget: [REDACTED]	✓				✓	✓	✓	✓	✓	✓
<b>Points of Contact</b>	[REDACTED]	[REDACTED]	[REDACTED]										
[REDACTED]	Reengineered the FEMA closeout process to allow FEMA to programmatically closeout \$5 billion in Public Assistance Grants in six months and obligate an additional \$2.4B in 9/11 Associated Costs. Hagerty facilitated stakeholder meetings with Federal, State, and Local officials to develop a compliant yet streamlined process to closeout grants in six months, obtained stakeholder buy in, trained employees and contractors on the closeout process, established performance metrics and targets, and implemented and oversaw the entire closeout. The \$7.4B PA program was programmatically closed out by September 11, 2004, two years after the disaster, without any adverse findings by FEMA's Office of Inspector General.	7 months (2003)	Total Contract Budget: [REDACTED]	✓				✓	✓	✓	✓	✓	✓
<b>Points of Contact</b>	[REDACTED]	[REDACTED]	[REDACTED]										
[REDACTED]	Assisted the City of New Orleans' Finance Department with tracking all financial transactions related to the City's Infrastructure Recovery Program. Hagerty developed a web-based database solution that tracks over 200 capital recovery projects, 300 FEMA Project Worksheets totaling over \$140 million, PW versions, version requests, expenditures, and reimbursements. Recommended funding strategies for each recovery project and provided cash flow models of the various funding sources. Performed an operational role by processing vendor invoices; submitting reimbursement requests and versions; and routing contracts and contract amendments.	4 years (2008 to 2012)	Total Contract Budget: [REDACTED]	✓	✓			✓	✓	✓	✓	✓	✓

Hagerty Consulting Pool 1 Past Performance and Capabilities													
Project Name	Description	Duration	Budget	a	b	c	d	e	f	g	h	i	j
Points of Contact	[REDACTED]	[REDACTED]	[REDACTED]										
[REDACTED]	<p>Provided technical, financial, and grant management support to help administer the \$400M CDBG program established after Katrina to spur housing initiatives, economic development, and other community programs. Assisted the City to administer and monitor the individual project grants funded by CDBG. Specifically, Hagerty established financial reports and analysis of CDBG funds including cash flows, budgets, projections, and reconciliation of funded amounts. Established program monitoring techniques and checklists of eligible activities for matters of compliance. Provided technical assistance to sub-recipients and sub-grantees to train and provide guidance regarding CDBG requirements and reporting practices.</p>	3 years (2009 to 2012)	Total Contract Budget: [REDACTED]	✓				✓	✓	✓	✓	✓	✓
Points of Contact	[REDACTED]	[REDACTED]	[REDACTED]										
[REDACTED]	<p>Conducted an internal control assessment of the finance/accounting function related to the reconstruction; developed protocols and checklists to be used in the preparation of audits by state and federal agencies, project closeouts, and final reimbursement claims; and developed an accounting methodology and mechanism to track all advances, versions, change orders, payments, and reimbursements from multiple City of New Orleans accounting and document management systems. Hagerty recommended additional internal controls to promote efficiency, reliability of financial reporting, and compliance with the various funding sources. Built a centralized Quickbase database for the City to track all of its reconstruction revenue and expenditures as a solution to using Excel spreadsheets to track the costs of a one billion dollar reconstruction program.</p>	3 months (2008)	Total Contract Budget: [REDACTED]	✓	✓			✓	✓	✓	✓	✓	
Points of Contact	[REDACTED]	[REDACTED]	[REDACTED]										

Hagerty Consulting Pool 1 Past Performance and Capabilities													
Project Name	Description	Duration	Budget	a	b	c	d	e	f	g	h	i	j
[REDACTED]	Hagerty joined the NISTAC team on NISTAC-D after the start of the multi-year, \$500M IDIQ contract to provide recovery assistance to FEMA's Disaster Assistance Directorate. NISTAC-E is a second, five year Indefinite Delivery, Indefinite Quantity (IDIQ) contract to provide recovery assistance to FEMA's Disaster Assistance Directorate. Hagerty is currently providing consultants with programmatic and technical expertise, through its prime contract in response to Hurricane Sandy.	4 years NISTAC-D (2009 to 2012) NISTAC-E (2012 to Present)	Total Contract Budget: Up to [REDACTED]	✓	✓			✓	✓	✓	✓		✓
<b>Points of Contact</b>	[REDACTED]	[REDACTED]	[REDACTED]										
[REDACTED]	Provide technical assistance and financial management services to City of New York as a result of Hurricane Sandy. Ensure that the City applies for and receives reimbursement for all eligible work and costs, that the City complies with federal and state requirements, and maximize opportunities to apply for 404 and 406 Hazard Mitigation funding whenever possible.	3 months (2013 to present)	Total Contract Budget: [REDACTED]	✓				✓	✓	✓	✓		✓
<b>Points of Contact</b>	[REDACTED]	[REDACTED]	[REDACTED]										

Hagerty Consulting Pool 2 Past Performance and Capabilities										
Project Name	Description	Duration	Budget	a	b	c	d	e	f	g
[REDACTED]	Provided management and technical support to FEMA's Public Assistance program after 9/11. Developed and implemented a strategic plan to obligate 1500 grants totaling \$7.4B in Public Assistance grants in less than 24 months. Grants covered debris removal, emergency protective measures and infrastructure repairs. To date, there have been no known adverse findings by FEMA's Office of Inspector General regarding any of the grants. Re-engineered the closeout process to programmatically close out all grants in six months or less while complying with federal rules and regulations.	3 years (2001 to 2004)	Total Contract Budget: [REDACTED]	✓		✓		✓		✓
[REDACTED]	Reengineered the FEMA closeout process to allow FEMA to programmatically closeout \$5 billion in Public Assistance Grants in six months and obligate an additional \$2.4B in 9/11 Associated Costs. Hagerty facilitated stakeholder meetings with Federal, State, and Local officials to develop a compliant yet streamlined process to closeout grants in six months, obtained stakeholder buy in, trained employees and contractors on the closeout process, established performance metrics and targets, and implemented and oversaw the entire closeout. The \$7.4B PA program was programmatically closed out by September 11, 2004, two years after the disaster, without any adverse findings by FEMA's Office of Inspector General.	7 months (2003)	Total Contract Budget: [REDACTED]	✓		✓		✓		✓
[REDACTED]	Assisted the City of New Orleans' Finance Department with tracking all financial transactions related to the City's Infrastructure Recovery Program. Hagerty developed a web-based database solution that tracks over 200 capital recovery projects, 300 FEMA Project Worksheets totaling over \$140 million, PW versions, version requests, expenditures, and reimbursements. Recommended funding strategies for each recovery project and provided cash flow models of the various funding sources. Performed an operational role by processing vendor invoices; submitting reimbursement requests and versions; and routing contracts and contract amendments.	4 years (2008 to 2012)	Total Contract Budget: [REDACTED]	✓	✓	✓	✓	✓		✓
[REDACTED]	Provided technical, financial, and grant management support to help administer the \$400M CDBG program established after Katrina to spur housing initiatives, economic development, and other community programs. Assisted the City to administer and monitor the individual project grants funded by CDBG. Specifically,	3 years (2009 to 2012)	Total Contract Budget: [REDACTED]	✓	✓	✓	✓	✓		✓

Hagerty Consulting Pool 2 Past Performance and Capabilities										
Project Name	Description	Duration	Budget	a	b	c	d	e	f	g
	Hagerty established financial reports and analysis of CDBG funds including cash flows, budgets, projections, and reconciliation of funded amounts. Established program monitoring techniques and checklists of eligible activities for matters of compliance. Provided technical assistance to sub-recipients and sub-grantees to train and provide guidance regarding CDBG requirements and reporting practices.									
[REDACTED]	Conducted an internal control assessment of the finance/accounting function related to the reconstruction; developed protocols and checklists to be used in the preparation of audits by state and federal agencies, project closeouts, and final reimbursement claims; and developed an accounting methodology and mechanism to track all advances, versions, change orders, payments, and reimbursements from multiple City of New Orleans accounting and document management systems. Hagerty recommended additional internal controls to promote efficiency, reliability of financial reporting, and compliance with the various funding sources. Built a centralized Quickbase database for the City to track all of its reconstruction revenue and expenditures as a solution to using Excel spreadsheets to track the costs of a one billion dollar reconstruction program.	3 months (2008)	Total Contract Budget: [REDACTED]	✓	✓	✓	✓	✓		✓
[REDACTED]	Provide technical assistance and financial management services to City of New York as a result of Hurricane Sandy. Ensure that the City applies for and receives reimbursement for all eligible work and costs, that the City complies with federal and state requirements, and maximize opportunities to apply for 404 and 406 Hazard Mitigation funding whenever possible.	3 months (2013 to present)	Total Contract Budget: [REDACTED]	✓	✓	✓	✓	✓		✓

**Holmes & Company, LLC**

Holmes & Company is an accounting and consulting firm certified as a Minority Business Enterprise (MBE) and a Small Disadvantaged Business Enterprise (SDBE) based in Woodbury, New Jersey that provides audit and consulting services for federal, state and local governments, nonprofit organizations, and public and privately-held companies. The firm’s management and key personnel have extensive experience with assessing and evaluating the internal control structures at both the private and governmental entities. Charles Holmes, the Managing Partner of Holmes & Company, has a proven record of accomplishment with more than 25 years of experience and has been involved with the Federal Transit Administration’s (FTA) Financial Management Oversight (FMO) program since 1992.

<b>Holmes &amp; Company Service Offerings</b>	
Audits of Financial Statements	SSAE No. 16 Reviews (Formerly SAS 70)
Financial, Performance and Compliance Audits	Agreed Upon Procedures
Program, Grant and Close-out Audits	Attestation Engagements
Internal Control Reviews	Financial Reporting and Analysis
Monitoring of Construction Contracts	Financial Projections
OMB A-133, <i>Audits of States, Local Governments and Non-Profit Organizations</i>	Accounting and CFO Outsourcing Services
	Low Income Housing Cost Certification Audits

Holmes & Company works with government entities to help clients meet regulatory and reporting requirements. Staff have performed financial audits, attestation, oversight and consulting engagements for federal, state, and local government agencies, including the US Department of Transportation, Homeland Security, New Jersey Department of Commerce, State of Maryland, South Carolina Department of Transportation, and the City of Philadelphia. Some of our services are provided to State and Local Authorities, Economic Development Authorities, Parking Authorities and Transit Agencies. Holmes & Company has maintained a multi-year, multi-contract relationship with the Federal Transit Administration (FTA) to provide comprehensive reviews of construction costs related to transit infrastructure projects and labor changes, including capacity reviews of planned rail projects located in the Cities of Pittsburgh and St. Louis. These include comprehensive reviews of the internal control processes for grant expenditures and compliance.

Following September 11<sup>th</sup>, Holmes & Company’s Managing Partner, Charles Holmes, led the firm’s effort as the Financial Management Oversight Contractor for transit infrastructure reconstruction projects at the World Trade Center site in New York. This effort included monitoring and evaluation of internal controls for the Port Authority of New York and New Jersey, as well as New York City Transit. Holmes & Company’s efforts included several forensic audits of constructions projects at New York City Transit.

Holmes & Company also has wide-ranging knowledge and experience in providing auditing and other services to nonprofit organizations that receive funding from the federal government state and local grants, foundations, individuals and corporations. Holmes works with the non-profit sector to provide board members, donors and other stakeholders the confidence that financial statements are fairly presented and that internal control issues are properly addressed.



Holmes and Company, LLC Pool 1 Past Performance and Capabilities

Project Name	Description	Duration	Budget	a	b	c	d	e	f	g	h	i	j
[REDACTED]	Comprehensive financial reviews of FTA grant recipients. Full-scope financial management oversight reviews involve testing the grantee's financial management and internal control systems for compliance with the seven (7) basic standards of 49 CFR Part 18.20 (The Common Rule). Financial accounting systems are tested for their ability to: interface with the overall financial management system; track and control fixed assets; and monitor the progress of in-process federally funded projects. Additional tasks under the FMO engagement include the performance of financial capacity assessments, updating contractors' handbook and participating in FTA seminars on this subject.	June 2006 to Dec 2008	[REDACTED] Cost plus fixed fee	✓	✓		✓	✓	✓	✓	✓		
<b>Points of Contact</b>	[REDACTED]	[REDACTED]	[REDACTED]										
[REDACTED]	Provide professional accounting and compliance services to ensure that reporting is current and accurate. We also assist management with monitoring compliance with meeting and maintaining compliance with the City ordinances for parking charges. Finally, we provide advisory services related to future parking structures and related projections on financing alternatives.	February 2009 To April 2014	[REDACTED]	✓	✓		✓	✓	✓	✓	✓		
<b>Points of Contact</b>	[REDACTED]	[REDACTED]	[REDACTED]										
[REDACTED]	Comprehensive Reviews of construction costs related to Transit Infrastructure projects and labor charges for the maintenance of vehicles at Transit Properties that are charged under Federal Grants. Also review the funding capacity of planned rail projects located in Pittsburgh and St. Louis. Comprehensive review of the internal control processes for grant expenditures and compliance. Financial accounting systems are tested for their ability to: interface with the overall financial management system; track and control fixed assets; and monitor the progress of in-process federally funded projects.	May 2010 to May 2015	[REDACTED]	✓	✓		✓	✓	✓	✓	✓		
<b>Points of Contact</b>	[REDACTED]	[REDACTED]	[REDACTED]										

Holmes and Company, LLC Pool 2 Past Performance and Capabilities										
Project Name	Description	Duration	Budget	a	b	c	d	e	f	g
[REDACTED]	Comprehensive financial reviews of FTA grant recipients. Full-scope financial management oversight reviews involve testing the grantee's financial management and internal control systems for compliance with the seven (7) basic standards of 49 CFR Part 18.20 (The Common Rule). Financial accounting systems are tested for their ability to: interface with the overall financial management system; track and control fixed assets; and monitor the progress of in-process federally funded projects. Additional tasks under the FMO engagement include the performance of financial capacity assessments, updating contractors' handbook and participating in FTA seminars on this subject.	June 2006 to Dec 2008	[REDACTED] Cost plus fixed fee	✓		✓	✓	✓	✓	✓
[REDACTED]	Comprehensive Reviews of construction costs related to Transit Infrastructure projects and labor charges for the maintenance of vehicles at Transit Properties that are charged under Federal Grants. Also review the funding capacity of planned rail projects located in Pittsburgh and St. Louis. Comprehensive review of the internal control processes for grant expenditures and compliance. Financial accounting systems are tested for their ability to: interface with the overall financial management system; track and control fixed assets; and monitor the progress of in-process federally funded projects.	May 2010 to May 2015	[REDACTED]	✓		✓	✓	✓	✓	✓

# Management Overview

The following outlines the Solix Team's approach to implementing task orders under Pool 1: Program and Process Management Auditing and Pool 2: Financial Auditing and Grant Management. **The Solix Team is not submitting a bid, qualifications, or past performance for Pool 3: Integrity Monitoring / Anti-Fraud.**

## **POOL 1: PROGRAM AND PROCESS MANAGEMENT AUDITING**

The following outlines the Solix Team's approach to tasks identified in Pool 1. For each of these tasks, Solix provides our overall approach to meeting the objectives outlined by the State of New Jersey. Our approach to initiating any Task Orders, as well as our approach to manage contracts, is outlined under the Section titled "Contract Management."

### **Develop Process, Controls and Technologies to Support FEMA Administered Programs**

The Solix Team has a long history in government project management for grant programs, as well as FEMA administered programs such as Public Assistance, Individual Assistance, and the Department of Housing and Urban Development administered programs such as the Community Development Block Grant Program. Our approach to executing Task Orders under this work area will first focus on Developing Application Guidelines or Ensuring Guidelines are Documented, then will provide for Application Review, followed by Grant Administration, before Ensuing Grant Closeout. The Solix Team understands that each of these steps may not be necessary for each Task Order, and will modify our process according to the needs of the Using Agency.

1. **Develop Application Guidelines or Ensure Guidelines are Documented.** For those programs where application guidelines are not documented or not identified, the Solix Team will first work with the Using Agency to identify program application criteria to be used in developing a clear understanding and evaluation criteria for grant applications. Where these processes are identified, such as for the FEMA Public Assistance Program, our Team will ensure that these guidelines are incorporated into guidelines and processes developed for the Using Agency. In some cases, this might include developing Guidebooks or other tools for use by entities throughout the State to provide uniformity in application systems and ensure compliance with requirements. Guidance and tools will be kept brief in order to assist grant applicants in understanding program criteria and data requirements for quality applications.

As a part of developing guidelines, the Solix Team will also strive to establish or modify criteria to ensure applications are consistently evaluated. These criteria will establish a basis for qualifying projects and determining eligibility for funding as well as to ensure consistency and compliance with Federal, State, and local requirements.

Depending on the requirements of the Task Order, the Solix Team may also recommend providing an application workshop to present information necessary to any grant applicants and to help facilitate applications. If this Technical Assistance is not necessary, Solix may employ methods such as pre-submissions to help ensure compliance or establish early deadlines to provide time for quality assurance / quality control (QA/QC).

2. **Provide Application Review.** After working with the Using Agency to develop guidelines for the use of Applicants, Solix will work with to ensure that a process for reviewing applications is documented and agreed upon with the client. After providing these reviews, the Solix Team will

provide recommendations to the Using Agency on grant applications, and ensure that final approvals are tracked.

3. **Administer Grants.** The Solix Team is prepared to act as a project administrator with the Using Agency’s authorization to provide all the needed services that a local administrator would provide. In order to facilitate this, the Solix Team will develop and maintain databases that identify information to help meet grant requirements and facilitate applications, approvals, and any progress reports throughout the duration of the program. Solix will work with the Using Agency to maintain consistency between Agency requirements as well as overall Federal, State, and local requirements.

4. **Ensure Grant Closeout.** At the end of each project, approved timeline, or grant distribution process, Solix will implement closeout procedures. To the extent necessary, Solix will review Using Agency closeout procedures to determine the closeout date and identify any opportunities to improve efficiency. Where necessary, the Solix Team will work with the Using Agency to develop any necessary procedures to better comply with Federal Regulations. After making any necessary recommendations for improvement, the Solix Team will initiate closeout procedures. These may include a pre-closeout review to understand eligibility and compliance with work and to reconcile any changes to scope of work or information gaps. Following this review, our Team will either conduct a group or individual closeout, depending on the funding stream.

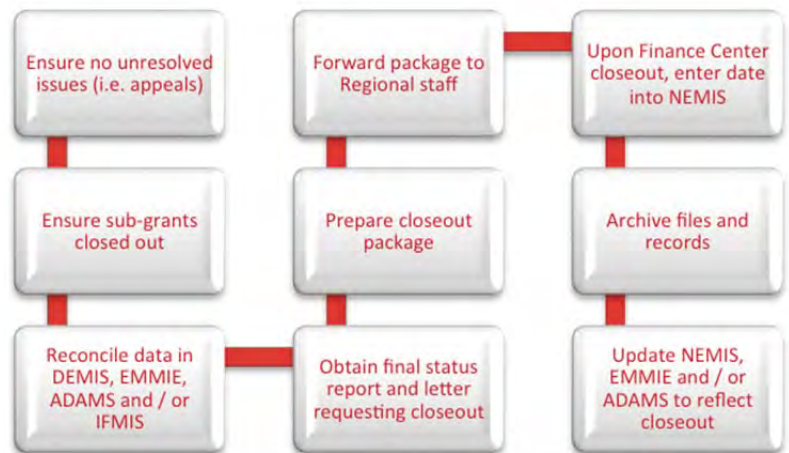
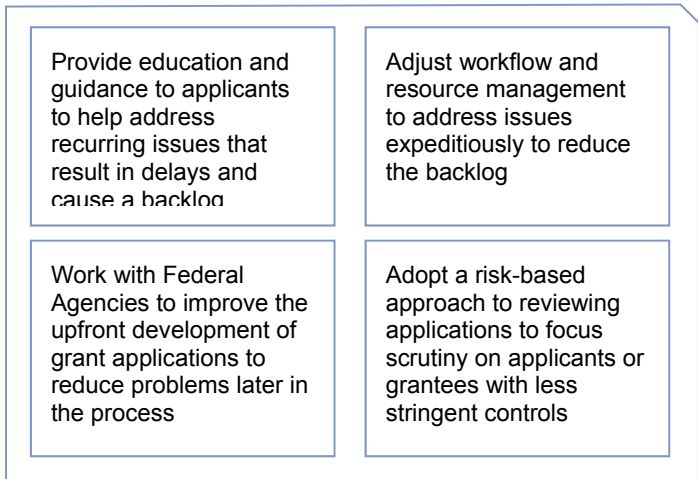


Figure: PA Grant Closeout Process

### Review and Improve Procedures for Addressing Reimbursement Backlogs

The Solix Team understands that there are a myriad of reasons for backlogs in the reimbursement review process. These may include shortcomings of systems, poorly or inadequately developed scopes of work on Public Assistance Project Worksheets, a lack of compliance with the original scope of work, or missing documentation, among others. In order to review and improve procedures for addressing reimbursement backlogs, Solix will first review the Using Agency’s process for reviewing applicant’s requests for reimbursement or funding to determine if there are opportunities to streamline this process while effectively managing risk. Further, we will meet with applicants to understand drawdown issues and to identify problems that lead to backlogs. During this period, we will also work with the Using Agency to evaluate the entire backlog to comprehensively understand the potential causes for the reimbursement backlog to help guide the course of action to address the problem effectively.

Once the course of action is approved by the Using Agency, the Solix Team will quickly direct our efforts to address the backlog. We will review relevant documentation, identify outstanding needs, ensure eligibility of applicants and costs, and identify any additional outstanding or policy issues to ensure programs and processes can move forward with minimal backlog or wait time. As necessary, the Solix Team will assess internal controls related to the finance and accounting functions of the



Using Agency and suggest any additional controls to promote efficiency are provided to the Using Agency.

Throughout this and other Task Orders our Team is responsible for executing, we will employ a continuous improvement model related to processes and procedures, and seek opportunities to conduct continuous reviews to improve quality, efficiency, and stakeholder service. Our Team will consistently seek opportunities to deploy resources with processes and efficiencies, consider alternative methods to improve processes, evaluate performance measurements for effectiveness, and seek to minimize time required to execute the grant to help prevent backlogs from. The Solix Team will employ process flow diagrams, analyze actual outcomes vs. expected outcomes, interview program stakeholders, and monitor error rates and frequencies of non-compliances to help assess any backlogs

**Perform Workload Analysis, Skills Gap Analysis, Organizational Effectiveness and Workforce Recruiting Strategies**

As the workforce is the core of the success of any organization, the Solix Team will work with the Using Agency to understand the overall needs and provide strategies to close capability gaps. At the core of organizational strategic planning is to understand the organization, workflow, and skills necessary to achieve organizational goals. In order to provide this analysis to Using Agencies, the Solix Team will develop organizational component charts to document key roles and responsibilities, skills matrices to help identify skill sets and any redundancies, and apply a Reasonable, Accountable, Consulted, and Informed (RACI) framework across the organization to understand overall accountability. Solix will also seek any workforce strategies that existed prior to Sandy to understand any long-term skills or capability gaps.

After understanding gaps or issues, Solix will make a recommendation to the Using Agency regarding an appropriate course of action. These may include cross-training to increase staffing redundancies, rotating staff to prevent burnout, rotational programs to increase staff experience and skill sets as well as a more flexible workforce, and key qualifications necessary for new staff as part of hiring strategies.

### Implement a Compliance Sanctions Program

Solix will implement a compliance sanctions program that helps implement the project or program in a timely manner, meet national objectives, and produce outcomes consistent with Federal and State program requirements. In order to implement this program, Solix will provide training, advice, and process guidance for applicants related to program requirements, including financial and program management record retention. Our team will provide technical assistance to develop reviews and leverage monitoring tools to address issues and program requirements. Various monitoring standards and procedures that will help grantees carry out projects in accordance with Federal and state requirements. Monitoring may include comprehensive reviews, on-site monitoring and regular reporting of all activities. All issues will be resolved through discussion and technical assistance, and any sanctions to the grantee are recommended to tie compliance with future funding. This may include eligibility for discretionary funding under future grants or other measures that may incentivize or encourage compliance.

### Support Account Reconciliations

Solix’s approach to support account reconciliations will focus on both technology and process procedures to identify gaps and ensure complete documentation. Our Team will assess the systems in place to manage balances and documentation, and understand how the State’s or Using Agency’s systems interface to determine gaps or opportunities for improvement. Our Team will also interview Using Agency personnel to identify observations on what has worked and what improvements may be necessary. Solix will ensure that appropriate guidance and procedures exist to allow the applicant and the Using Agency to collect and reconcile necessary documentation. Our professionals will:

- ◆ Document internal controls currently in place to facilitate reconciliations;
- ◆ Test the effectiveness of these controls;
- ◆ Identify and evaluate the levels of review for effectiveness and potential streamlining;
- ◆ Evaluate reporting for project status and monitoring trends;
- ◆ Identify procedures for addressing irregularities and methods for remediation; and Identify redundancies within existing systems.

Develop technical system improvements and ensure the applicant and Using Agency interface provide the same data	Establish an accounting system that identifies eligible and ineligible costs, overpayments, and short-pays
Ensure systems properly and comprehensively catalog documentation	Implement user-friendly cataloging features that sort important project documentation, provide search capability, and increase functionality

After conducting this assessment, the Solix Team will provide recommendations for modifications of tools, processes or procedures and implement appropriate recommendations.

## Conduct Quality Assurance / Quality Control Reviews and Assessments

From the outset of any engagement, Solix will employ quality control processes to allow the State to better comply with Federal and State regulations and conform to industry best practices. This includes building control features into processes to ensure that they are compliant with these requirements, and that technologies maximize visibility into grants. These controls may include tracking estimated, obligated, and drawn-down funds; automated alerting on approaching deadlines; processes for personnel to identify breakdowns or bottlenecks; and internal controls to accommodate staff turnover or fatigue. Comprehensive quality control will include project tracking, document maintenance, audit preparation processes, and proactive issue identification.

The Solix Team presently provides subject matter expertise and program support to FEMA's Second Appeal requests. This includes providing recommendations to FEMA on the disposition of the appeals based on our knowledge of the Robert T. Stafford Act, Title 44 of the Code of Federal Regulations, applicable FEMA policies and OMB circulars.

## Risk Analysis and Risk Management

The Solix Team understands that there will be a certain element of risk across all grant activities undertaken during recovery from Hurricane Sandy. These risks may occur because of the nature of the grant activity, the complexity of the requirements, compliance requirements, non-compliance and controls. For those programs and grants with recommended or required risk analysis and management programs, such as for the HUD Community Development Block Grant Program, Solix will leverage guidance and recommendations to conduct a comprehensive risk analysis. For those grant programs where there is not a pre-existing risk analysis or management program, Solix will conduct a review of various features of the grant identify and develop a comprehensive set of risk factors and evaluation criteria for those factors. These might include the amount of the grant, financial compliance, timeliness of information submissions, complaints, and staff capacity.

After conducting a comprehensive analysis, the Solix Team will implement constructive solutions to limit Using Agency risk. These may include processes for submission of information, requirements for increased reporting, and processes for augmenting staff to increase agency capacity.

## Provide Consulting Services to Reduce the Reconciliation Backlog

Similar to our approach for addressing the reimbursement backlog, Solix will identify opportunities to improve the efficiency of the reconciliation process. This may include meeting with applicants, reviewing recommendations, reviewing guidance, and backlog review to determine the cause of the backlog and develop recommended courses of action. Once these courses of action are determined, the Solix Team will address the reconciliation backlog. This may include identifying additional information needs, requesting documentation, developing additional guidance, and closing out those ineligible or incomplete applications. The Solix Team will employ process flow diagrams, analyze actual outcomes vs. expected outcomes, interview



program stakeholders, and monitor error rates and frequencies of non-compliances to help assess any backlogs.

### Consulting Services for Subject Matter Expert (SME)

The Solix Team has a strong core competency in identifying and engaging subject matter experts to provide services to our clients. Solix has a network of over 1,500 subject matter experts in grant management and information technology to meet programmatic and process needs to support and augment Solix's capacity. Our business partner, Hagerty, has a deep pool of subject matter experts in FEMA Public Assistance, Individual Assistance, Community Disaster Loan and the Hazard Mitigation Grant Program who can be brought onto engagement teams to meet the needs of the Using Agency. Their professionals also include subject matter experts in HUD programs, other Federal programs such as those within the Department of Transportation, and for non-governmental partners. They provide subject matter experts who not only worked to assist our clients on recovery projects as well as experts who have led recovery for Federal, State and local governments. Finally, Holmes & Company brings a depth of accountants, auditors and financial experts to support internal control development, compliance audits, and to develop processes and procedures to help the Using Agency meet the needs and requirements of State and Federal regulations.

Subject matter experts have 15 years of experience or more in a specific subject or industry area or 10 years and more than one specialized advanced degree. They are responsible for providing senior level advice, guidance, and training on expertise. They ensure the technical accuracy of subject matter area for internal documents, adherence to industry standards, and assisting project managers and development of engagement approach.

At the beginning of every engagement, Solix will determine the requirement for our professional team to be augmented by subject matter expertise. As part of our Task Order Proposal process (Contract Management), Solix will identify candidates as a part of the overall project team. These candidates will be approved along with our other staff by the Using Agency and the State to participate in the Task Order. All subject matter experts provided under this project will have fifteen or more years of experience in a specific subject or industry. Subject matter experts provided by Hagerty or Holmes & Company will follow the same criteria for selection.

### On-Site and Remote Monitoring

Our background in internal controls and grant compliance includes direct experience in grant monitoring across multiple funding streams for the City of New Orleans. Our proven approach, which would be implemented for the Using Agency, begins with an Internal Controls Assessment to understand what systems the Using Agency has in place to provide any automated monitoring. After conducting this assessment, the Solix Team will make recommendations regarding automated improvements to help ensure remote compliance through data systems. These may include documenting all potential funding sources, drawdown processes, approval process, and required reports to develop a required documents list to better improve reporting requirements and thereby remote monitoring. On-site-visits, document audits, and random site selection may be used to ensure compliance while on a work-site or visiting a sub-grantee.

## POOL 2: FINANCIAL AUDITING AND GRANT MANAGEMENT

### Management Overview

To assist the State of New Jersey in successfully administering the distribution of disaster relief funds, The Solix Team is prepared to provide a wide range of services and flexible solutions suitable for all stages of the life cycles of the multiple planned grant programs, including the following as may be applicable.

Program Planning and Evaluation	Application Receipt and Processing	Application Review	Post-Award Grantee Support	Information Technology Support
<ul style="list-style-type: none"> <li>• Detailed schedule development and project management</li> <li>• Development of application forms, review checklists, and scoring rules</li> <li>• Preparation of Requests for Applications</li> <li>• Generation of Policies and Procedures Manuals</li> <li>• Auditing of grant financials and activities</li> <li>• Business process streamlining</li> </ul>	<ul style="list-style-type: none"> <li>• Online and paper application receipt and logging</li> <li>• Document scanning and data entry</li> <li>• Technical support for applicants</li> </ul>	<ul style="list-style-type: none"> <li>• Screening for eligibility and compliance with requirements</li> <li>• Recruitment of subject matter experts for qualitative evaluations</li> <li>• Reviewer orientation and training</li> <li>• Reporting of qualitative and quantitative review results</li> <li>• Post-review applicant notification</li> </ul>	<ul style="list-style-type: none"> <li>• Award start-up contract execution</li> <li>• Review of reimbursement and disbursement requests</li> <li>• Financial and programmatic progress monitoring at grant and portfolio levels</li> <li>• Technical assistance to awardees via phone, email and interactive online support</li> <li>• Site visit coordination, conduct, and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Website design, development and deployment</li> <li>• Website content design and maintenance</li> <li>• IVR system design, deployment, and maintenance</li> <li>• Process automation via GrantEase®, Solix’s proprietary grant management system</li> <li>• Special application development and integration</li> </ul>

In the following sections, we identify specific approaches to achieving the tasks specified for Pool 2.

### Financial and Administrative Functions

The Solix Team possesses extensive experience in administering government programs that require application processing, fiscal agent duties, or both. In order to provide these services to the State of New Jersey Using Agencies, our team will perform tasks such as issuing and analyzing data requests; disbursing monies per agency requirements; providing regular and ad-hoc reports; resolving payment-related disputes; investing fund balances as directed by

Following severe flooding in Tennessee, Solix, on behalf of a client, devised a plan to support survivors by deploying mobile application processes to allow qualified low-income individuals to apply for discounted wireless telephone service.

state agencies; generating monthly, quarterly, and annual financial statements; and providing audit support.

### **Develop and Modify Policies, Procedures, Systems and Applicable Government Regulations**

Given our Team's long history of government program management, we have a unique understanding of regulatory program objectives and methods for evaluating success. The Solix Team is skilled at performing regulatory policy driven administration functions, including:

- ◆ Program and process design;
- ◆ Analyzing alternative methods for efficiency and economy;
- ◆ Assessing program compliance and effectiveness; and
- ◆ Ensuring program integrity and designing comprehensive internal controls.

Having administered many programs from inception, we are confident in our abilities to facilitate start-up processes for new programs, and we have the flexibility to evolve as programs grow, are modified, and mature. Further, we have the tested experience of identify programmatic requirements and modifying these requirements in a post-disaster environment to expedite funding and thereby recovery. For example, in order to streamline grant funding, our Team will facilitate stakeholder meetings, including Federal and State representatives alongside the End User, to identify efficiencies in grant allocation and buy-in from all stakeholders. We will then develop plans, policies, and procedures, and train employees and contractors on these final approved methods. When standard processes and procedures are utilized, Solix will provide opportunities for staff training and capacity building within the Using Agency to ensure consistency across teams with methods employed.

Following September 11<sup>th</sup>, Hagerty worked with Federal, State and Local officials in New York to develop a compliant yet streamlined grant closeout processes that facilitated closeout for \$7.4B in PA funds with no adverse findings by FEMA's Office of Inspector General.

Compliance with laws, regulations, statues, and program rules underpins the work we perform. To ensure the highest level of focus in data privacy and security, we ensure compliance with all relevant program rules and regulations including, but not limited to, Payment Card Industry (PCI) and Health Insurance Portability and Accountability Act (HIPAA) requirements, state and federal requirements, as well as best practices recommended by standards bodies such as NIST. We offer consistency, objectivity, and transparency; our processes and solutions have been verified through numerous successful annual SOC-1, SAS-70, financial, and managerial audits.

### **Integration of the Electronic Grants Management Program**

We understand that the State of New Jersey has adopted the SAGE (IntelliGrants™) system as its statewide grants management system. Since SAGE was first deployed for the Department of Transportation, an increasing number of state agencies, counties and municipalities, and nonprofits have adopted this system to prepare grant applications and manage grant reporting. The Solix Team has a fundamental understanding of the artifacts, functionality, work flows and data interdependencies required of an electronic grants management program, having developed

its own proprietary system called GrantEase®. Using this software, Solix has worked successfully with many grant-making organizations over the last decade to automate the collection and review of grant applications. GrantEase has also provided a full-featured online environment to grantees for the life of their awards, serving as a critical resource regarding their spending history and fund balances, schedules of deliverables, required forms and templates, and the means for submitting deliverables such as financial and progress reports. Like the IntelliGrants platform, GrantEase offers readily configurable forms and workflows. In anticipation of the expected spikes in application volume, along with the need to process applications rapidly, if the state chooses, GrantEase can be used to supplement IntelliGrants processing.

Our familiarity with GrantEase will enable us to quickly understand New Jersey’s implementation of the IntelliGrants product and to work effectively with State agency staff as well as existing SAGE contractors, if applicable, in rapidly integrating the flow of information between SAGE and State finance and accounting systems. We will be further aided by our experience in working with government finance offices to establish and maintain effective interfaces between grants management operations and State finance and accounting systems. This expertise encompasses the full grant life cycle, including pre-award and post-award business workflows. We can assist with business process analysis and engineering to ensure an orderly flow of financial information, including appropriate and timely checks and balances.

Steps the Solix Team will employ in the grant management lifecycle include...	
✓	Create accounts for new awards
✓	Collect, summarize, and transmit grant and sub-grant budgets to support fund obligation
✓	Record approved budget amendments
✓	Process and reconcile interim and final grantee financial reports against budgets <b>as well as</b> performance against project objectives
✓	Code and transmit approved invoices for payment
✓	Report program-level financial status at hierarchical levels, including disbursements vs. obligations
✓	Record and process returned or recovered funds (e.g., unspent advanced funds or audit findings of disallowed, prohibited or ineligible costs)
✓	Reconcile and process other direct expenses related to grant management, such as payments to subject matter experts involved in grant reviews
✓	Closeout terminated awards
✓	Evaluate and process appeal decisions

Our Team will also deploy customized Information Technology (IT) solutions, including secure data collection, customer correspondence, and data management. In addition to considerable technical expertise, our IT staff is adept at applying business knowledge and meeting customer needs to achieve exceptional results. We can modify our systems as necessary to seamlessly interface with New Jersey state agency systems. Our IT staff can work with the State to jointly develop secure FTP processes or web services for exchanging data, and to customize file transfer and implementation processes. Our Team will also rigorously test data file transmission processes prior to implementation.

## Grant Management and Fiscal Management Processes

The Solix Team has over a decade of experience in working with local, State and Federal agencies to streamline the distribution of disaster-related grants to ensure accountability and compliance with State and Federal requirements. Our comprehensive approach to grant and fiscal management processes will be to deploy systems, policies, and procedures that:

- ◆ Maximize the ability of New Jersey grantees and state agency program managers to focus on the success of Sandy recovery projects
- ◆ Clearly communicate applicable Federal and State program regulations to grantees and state administrators
- ◆ Incorporate effective means for capturing fund commitment and expenditure data and progress against impact measures to facilitate rapid reporting and decision-making
- ◆ Minimize the administrative burden on grantees and agency personnel throughout the award period while maintaining effective levels of controls and reviews

We frequently begin such work by recommending a set of performance metrics (e.g., average times from application receipt to award notification, from award notification to first disbursement, from fund commitment to public announcement; from payment request to disbursement, etc.). During the program, we would track and evaluate performance against these metrics and report on fluctuations. This includes the ability to blend performance metrics between Federal mandates and local business processes.

Our team employs tools such as process flow diagrams and analyzing actual outcomes versus expectations, interviewing program stakeholders, and monitoring error rates and frequencies of non-compliance, designing new forms and templates, preparing instructions and grant manuals, and delivering training. We will work with Using Agencies at the outset of a project to identify key internal business processes to provide for successful system integration.

## Internal and External Reviews of Risk and Program Effectiveness Performance Assessment Process

Performance Assessment is critical to the Solix Team and all of our customers, and we work collaboratively to establish mutually acceptable service level agreements and performance management processes for all of our contracts. We will provide comprehensive financial reports, detailed by activity, to Using Agencies to allow for oversight, analysis, and timely actions as appropriate. In addition to financial reports, we will provide monthly Performance Measurement Reports, and review our performance with the Using Agency and stakeholders.

Our financial transaction processing, encompassed by our overall approach to eligibility administration, is based on a framework of strong internal controls and segregation of duties designed to conform to government and industry best practices. Written procedures guide our performance of all tasks related to program administration, and specifically, financial transactions.

We will initiate disbursements to eligible recipients in accordance with each awardee's approved funding after certification of both eligibility and adherence to all process requirements. Only authorized personnel with appropriate executive oversight and approval have access to our systems and the ability to initiate disbursements. Internal processing of disbursements requires multiple levels of managerial review and approval prior to execution.

We will ensure that disbursements are authorized only for eligible recipients in the correct amounts, and will verify that all recipients are in compliance with program rules and requirements. In any case where there appears to be an issue, for example, regarding the eligibility of a recipient or proper documentation, we will contact the recipient for clarification and withhold disbursement until the issue is resolved. All financial transactions under the program will be recorded under a separate and unique account, with detailed tracking of each individual transaction by recipient.

### **Business Office Monitoring**

The Solix Team will work with the State of New Jersey in implementing effective and comprehensive monitoring tools to ensure that disaster recovery programs are achieving stated goals and objectives. From a grant management perspective, we know that Using Agencies will manage inquiries from both the State of New Jersey as well as the Federal Government. Our Team will collect, assess, and report on information related to grants, budgets, balance sheets, and other business processes to minimize opportunities for waste, fraud or abuse. These efforts will also help State project managers maintain their primary focus on recovery while ensuring compliance with State and Federal regulations. Processes and procedures that may be used by the Solix Team include:

**General Grant Management**

- Reminding grantees in advance of upcoming deliverable due dates and other factors, such as impending expirations of required certifications
- Tracking late deliverables and working with grantees to resolve
- Providing technical assistance on demand to grantees regarding completion of deliverables, with support provided by phone, Email, or online chat
- Communicating with grantees as deliverables are processed to help resolve errors and inconsistencies and make required changes
- Processing financial reports, reimbursement requests, and invoices, communicating with grantees regarding errors and under- or over-spending, communicating agency disbursement decisions to grantees, and annotating records
- Reviewing other financial support with grantees as needed to verify absence of overlap or work with grantees to resolve overlap
- Processing grantee-initiated budget (expenditure) changes, key personnel changes, protocol changes, PI move/change requests, early termination requests, relinquished grant requests, grantee publications submissions, subcontract approvals, etc., and annotate grant files appropriately
- Tracking expirations of required certifications and collecting and recording renewals
- Escalating unresolved grant non-compliances to the Using Agency for further action if necessary

**Grantee Site Visits**

- Maintaining a Site Visit Master Schedule and status file
- Scheduling and coordinating site visits with the grantee
- Making travel arrangements for site visits
- Completing onsite reviews (administrative and programmatic, with grantee presentations and tours)
- Auditing organizational policies and procedures based on contract requirements
- Preparing site visit reports for each visited grantee including programmatic and administrative feedback and ratings
- Completing grantee site visit reports
- Follow-up with grantees regarding any site visit findings or required actions

**Support for Grant Closeout**

- Screening for eligibility and compliance with requirements
- Recruitment of subject matter experts for qualitative evaluations
- Reviewer orientation and training
- Reporting of qualitative and quantitative review results
- Post-review applicant notification

As a component of our monitoring responsibilities, we are accustomed to identifying grants that are falling behind, either administratively, programmatically, or both, and deploying interventions such as grantee site visits, conditional grant continuation based on achievement of specific milestones, and requirements for more frequent progress reports. When it becomes evident that further investment of public funds in a failing project is unwise, we are skilled in arranging early termination for cause, ensuring that the case is clearly documented, final financials are reconciled, any disbursed funds to be returned are collected, and grant records are complete.

**Training for Detection and Prevention of Fraud**

The Solix Team has significant experience developing training materials for new programs and providing staff with ongoing training. Our Team members develop staff member classroom-style training programs, normally followed by job shadowing and on-the-job coaching. We review and revise training programs as needed but no less often than annually, and deliver training to all new staff and outside auditors. This allows our staff to keep up to date on training, facilitate continuous improvement, and leverage “Train-the-Trainer” models.

Our Team has developed training certification programs for multiple client programs. In the past three years, training has included the following certification programs: [REDACTED]

[REDACTED]. Each certification exam is preceded by initial and annual mandatory in-person training. All reviewers, managers, and directors must receive a score of 100% before they are allowed to work on current year applications.

This rigorous training provides our Team the flexibility to perform application reviews that range from very simple to highly complex. Even with strict adherence to procedures, there are nonetheless instances of alleged waste, fraud and abuse of program funds. Solix will employ a Special Compliance Review team to investigate and document allegations of program rule violations received through the Whistleblower Hotline and other sources. This highly-trained team, which includes Certified Fraud Examiners, conducts in-depth reviews regarding alleged competitive bidding violations, conflicts of interest, cost-effectiveness concerns, false invoices, and other concerns. Identified instances of abuse will be identified to the Using Agency, with recommended courses of action and / or appropriate legislative requirements identified.



## Financial Reporting Compliance

Our Team's program management approach is based on a framework of thorough internal controls designed to conform to best practice standards. In accordance with our practices for other programs that we administer, written procedures guide our performance of all tasks related to fund administration. All staff are instructed in and are required to strictly follow procedures, and we will provide comprehensive financial reports, detailed by activity, to allow the State to perform required oversight and analysis functions.

The Solix Team will fully cooperate with the State's independent auditors and provide all data and information reasonably required to support audit activities. Solix routinely provides audit support related to our administration of public benefit programs. Having conducted and been subject to numerous audits, we understand audit procedures from the point of view of both the auditor and the auditee, with experience in the steps necessary to maintain transparent and auditable processes. We also understand that, in some cases, the Using Agency will not get paid without proper documentation – such as under the regulations of the FEMA Public Assistance Program. Our Team of professionals will ensure that the right methods are employed for each Task Order to ensure the Using Agency is fully compliant.

We are aware that all non-Federal entities that expend \$500,000 or more of Federal awards in a year are required to obtain an annual audit in accordance with the Single Audit Act Amendments of 1996, OMB

While Using Agencies may desire to utilize State financial systems in the processing of financial transactions, we are prepared to interface with those systems as necessary. Our internal financial system utilized to perform general ledger, accounts receivable, accounts payable, and billing functions is designed to achieve compliance with IAS, IFRS, and other generally accepted accounting principles, and will allow us to provide detailed financial transaction information to the State as required.

# Contract Management

The Solix Team is experienced in large-scale project management, and leverages our internal systems and processes to ensure that our professionals and our clients have the appropriate controls to execute on any Task Orders issued by State on behalf of the Using Agency. Our methodology is directed by submitting proposals to our clients to that speak to the specific needs of the engagement and ensure proper project management controls are incorporated from the outset. Our overall approach is presented below.

The Solix Team is successful at managing programs for public sector clients because we apply a sound management consulting approach with deep expertise in the client's industry. We take seriously the adage, "fail to plan, plan to fail." We are also big believers in properly starting up a project with our clients and establishing an effective working relationship that addresses the client's needs, which helps ensure that Solix understands and plays the role assigned to it by its client. In support of proper project start-up, Solix is deeply committed to and experienced in the development and implementation of Task Order Management Work Plans that are aimed at maintaining a high level of quality assurance throughout a project. We believe our edge comes in our efforts to provide clients with work products and solutions that meet or exceed client expectations. As a result, we proactively seek feedback to our efforts as they are critical to helping us maintain our edge.

Solix follow five key principles to successfully managing projects. This approach to managing the project is aligned with Solix's values of integrity, innovation, teamwork, and excellence. In summary the five key principles are:

- 1. Understand Client Expectations.** Immediately following award of a Task Order or Contract, Solix meets with the client to understand their definition of project success, confirm the scope of work, establish project objectives, and discuss the sequencing of tasks.
- 2. Develop a Task Order Management Work Plan that accurately captures the client's vision, mission and objectives for the project, along with a proven approach to executing the work to deliver the anticipated results.** The Task Order Management Work Plan will be employed by Solix and the End User to monitor risks, start and finish dates, and status of activities, deliverables, and corresponding resource consumption for each deliverable. It will also delineate assignment of functions, quality assurance protocols, and acceptance and completion criteria. Our experience providing program mission support services will allow us to construct a Task Order Management Work Plan that accurately addresses the project controls necessary for this project.
- 3. Assign and commit the "right" professionals to the project.** This sounds simple but it is no easy task. In fact, we feel strongly that it's Solix's approach to identifying and mobilizing the "right" talent for the project that sets us apart. Solix is highly selective. We take great care in hiring employees. We apply many of the methods used by the best firms to recruit and evaluate seasoned talent and recent college graduates, including multiple interviews, reference checks, and writing samples, as appropriate.
- 4. Communicate frequently with client about project status, issues, and concerns.** A project is a collaborative effort. As such, we provide our clients with regular project status reports,

preferably presented verbally, always in writing. These reports cover activities planned or completed for the reporting period and include a risk and issues section and a deliverables page describing the deliverable, date, action required, owner, and status. The elements of the status reports are discussed at the kickoff meeting with the client. On a monthly basis, the Program Manager will provide a report of actual versus projected costs.

**5. Implement a rigorous QC approach.** If we understand the Using Agency's expectations, develop a work plan that reflects the vision, mission, and objectives for the project and assign and commit the 'right' professionals to the project, generally speaking the project succeeds. It's because of the criticality of 'getting this right' that Solix management spends an inordinate amount of time up front focusing on these key elements. However, our QC efforts don't end there.

- ◆ The structure and processes established for our project teams require that there's a seasoned executive in our Program Manager who will review and edit key deliverables as well as participate in the project at other critical points.
- ◆ The Program Manager will periodically check-in (in person or via phone) with the Using Agency to understand how the project team is performing and whether there are any deficiencies that need to be addressed.
- ◆ At a logical mid-point or at the completion of each contract year, Solix will request that the Using Agency and other officials who are significantly involved in the project, provide formal feedback on Solix's performance, providing us with input on how we're doing and in what areas we can improve.

To help us manage all of our projects, we will use industry standard project management control tools to bring together a higher level of transparency, accountability, and organization to our business.

### Task Order Proposals

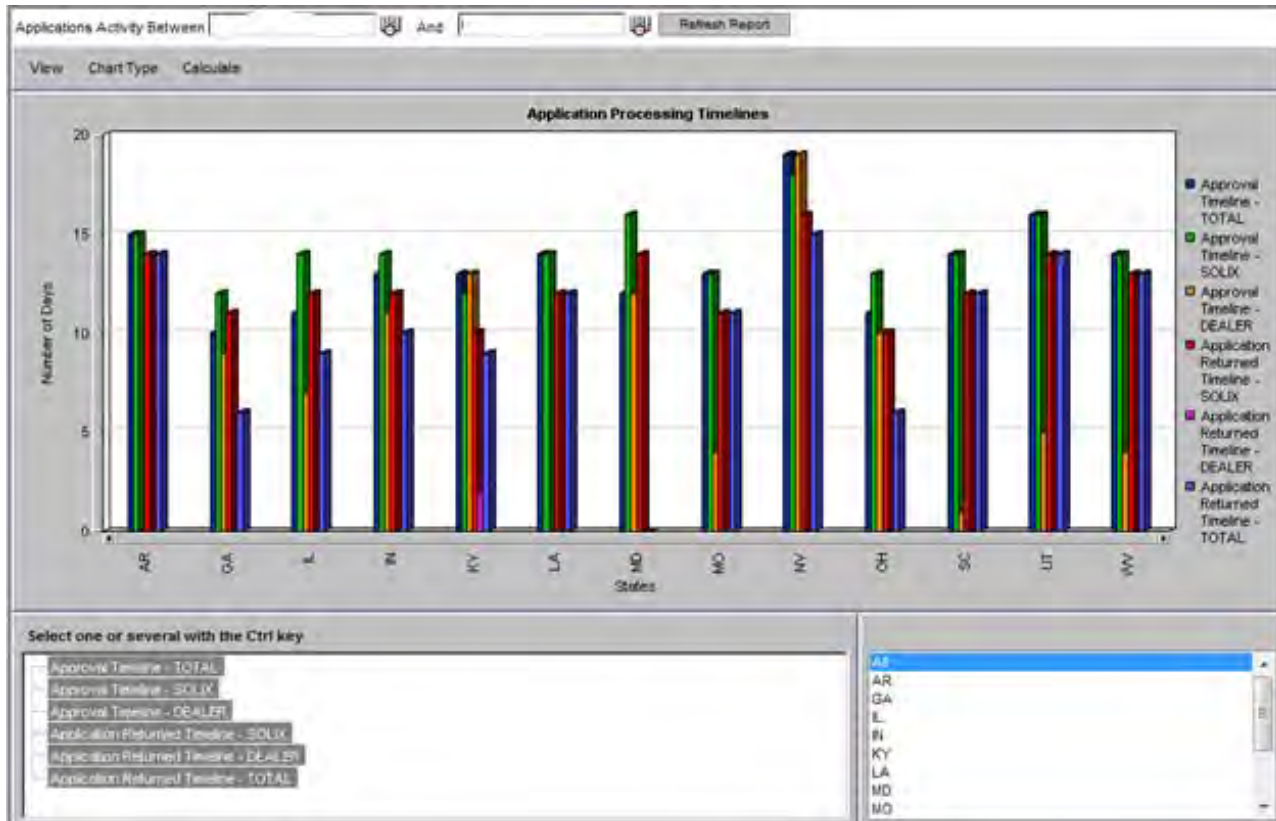
After receiving a Task Order or Task Order Proposal Request, the Solix Team will identify the appropriate team partner to lead the effort and develop a Task Order Management Work Plan. This Plan will provide a comprehensive project management approach specific to the needs identified by the Using Agency. This Work Plan will guide the execution of the project, identify progress measures, depict the team structure, assign functions, duties and responsibilities. The Solix Team will provide a draft of the Task Order Management Work Plan to the Using Agency and the State for review, and incorporate any changes before submitting the final plan for approval and execution.

### All Pools – Deliverables

#### Monthly Reports

As a part of our regular Project Management Plan, Solix will ensure the Using Agency agrees to monthly reporting requirements to allow our team to provide the necessary data to meet the client needs. Solix employs a LogiXML reporting tool that can be leveraged across a wide variety of data, including: applicant activity, eligibility decisions, customer interactions, data

analyses, anomalies, and trends or activity that warrant investigation. A sample dashboard is shown below. Solix will supplement these reports with written narrative and briefing points, and always holds a meeting with our clients to review progress toward objectives, upcoming tasks, and any issues.



**Fraud Detection Reports**

The Solix Team employs on-staff Certified Fraud Examiners, who monitor program activity for patterns and anomalies that are potential indicators of waste, fraud and abuse, and have experience running whistleblower hotlines and conducting heightened scrutiny reviews and investigations. In accordance with the requirement, our Team will report every four weeks in regard to fraud, waste, abuse issues, as well as steps taken to resolve and prevent further instances of misuse of program funds. Our Team will also utilize data analysis, anomalies, and random audits – depending on the Task Order – to help identify and prevent waste, fraud, and abuse.

## Monthly Resolution Reporting

In order to support monthly resolution reporting, Solix will create and maintain an administrative issues log to flag, monitor, and track resolution. This will include the date when the issue was raised, the name of the person who raised the issue, a description of the issue, the date of resolution, and a description of the resolution. This approach allowed Solix to successfully identify issues and ensure swift and consistent resolution.

For the California LifeLine Program during 2011, Solix successfully:

- Resolved 85% of issues on the same day they were received.
- Resolved 96% of issues within one business day from receipt.
- Resolved 99% of issues within three business days from receipt.

## All Pools – Deliverable Due Dates

Each Task Order Proposal submitted by the Solix Team will include a deliverable schedule that will be agreed to with the Using Agency and in direct accordance with the Task Order.

## All Pools – Reporting and Documentation

### Reports and Documents for Services Provided

The Solix Team will develop and submit to each Using Agency and the State Contract Manager, all reports and documents necessary to document the services provided. Our on-staff, New Jersey certified CPAs will review and approve all final audit reports prior to submission.

### Records, Documents and Communications Retention

The Solix Team will retain records, documents and communications, including E-mails and recordings of customer service phone calls in accordance with contractual terms, User Agency agreements, and State and Federal regulations.

Solix understands that all data, records, and other program-related materials are the property of the State. In accordance with these requirements and our respective corporate records retention policies, we will maintain information so that it will be accessible in a format and for a length of time as contractually required. In accordance with agreed-upon policies and procedures, the Solix Team will notify the State prior to the destruction of any data or other materials, providing the State with an opportunity to take custody of the material.

### Retention of Records Related to Products, Transactions or Services

The Solix Team will maintain all contract-related deliverables and related records for at least five years after the date of our final payment, with the understanding that record retention beyond that point may be required as directed by the State. To fulfill audit-related requests, the program data will be readily available within a mutually-agreed-upon turnaround time. In accordance with the State's needs and preferences, data backups can be maintained by the Solix Team or handled by the State.

Solix will notify the State prior to the destruction of any data or other materials, providing the State an opportunity to take custody of the material. Notwithstanding the foregoing, proprietary

systems, such as Solix’s proprietary Platform (and all associated hardware and software), and any improvements thereto, shall remain the sole and exclusive property of Solix.

**Protective Storage of Daily or Disaster-Related Documents and Reports**

The Solix Team will leverage respective Business Continuity Plans (BCP) and information sharing and control procedures to meet the business needs of our clients and our staff. In order to assure the State of New Jersey and Using Agencies for daily storage of project related documents. In order to ensure all employees employ these procedures, the Solix Team will:

- ◆ Provide employee awareness training to protect information, including security training and storage protocols.
- ◆ Require paper documents to be scanned and stored electronically upon receipt, and that any sensitive original documents be provided back to the Using Agency or destroyed based on the controlling protocols.
- ◆ Continuously deploy geographically dispersed data storage locations to provide for data continuity, and ensure redundancies in information storage (i.e. local hard drives, cloud).

Additional information about data security protocols and systems employed by the Solix Team are detailed below.

Data Loss Prevention and Security Protocols	
<u>Data Security Control</u>	<u>Benefit</u>
<b>Laptop Drive Encryption</b>	Protects data if a laptop is lost or stolen.
<b>Prevention of Copying via USB</b>	Prevent the copy of data to USB tokens or USB hard drives and CD/DVDs.
<b>Use of HTTPS</b>	HTTPS provides encrypted communications and secure identification network web servers, for example, securing data used by call center agents.
<b>Virtual Private Networks (VPN)</b>	Secure VPNs use cryptographic tunneling by blocking intercepts and packet sniffing, allowing sender authentication to block identity spoofing, and providing message integrity.
<b>Transmission of Data via SFTP</b>	SFTP secures data as it travels through the Internet.
<b>Transparent Database Encryption (TDE)</b>	TDE encrypts data regardless of classification, thus greatly reducing the possibility of a security breach. TDE secures the database at the physical media level.
<b>File Encryption</b>	Encryption tools to send and receive sensitive information via email.

<p><b>Disk Backup and Off-Site Replication</b></p>	<p>Nightly backups to a disk backup appliance, which encrypts the data for maximum security and replicates the data to an equivalent backup system at our Disaster Recovery facilities.</p>
<p><b>Verification/Chain of Custody</b></p>	<p>Engineers review and analyze daily reports for accuracy, completion, and data anomalies of backed up data. Backups and replications that are not successfully completed are corrected immediately</p>
<p><b>Thorough Restore Testing</b></p>	<p>Tests the restoration of backups to different target locations to ensure they are backed up successfully. We also conduct a full system restoration during the scheduled annual disaster recovery test.</p>



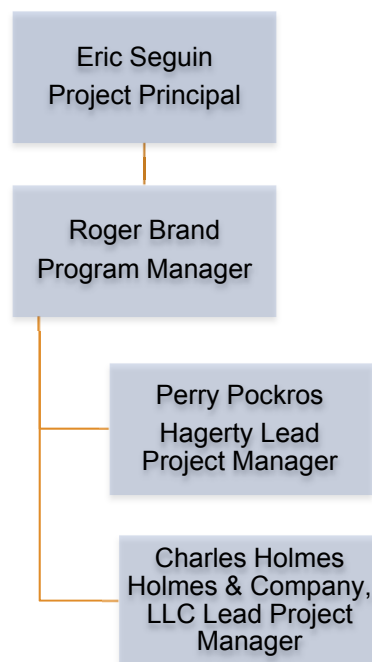
## Organizational Support and Experience

## ORGANIZATION AND SUPPORT

Recovering from a disaster, especially one as large as Hurricane Sandy, is critical in order for the residents of New Jersey to resume normal routines and for the economy to continue to grow. As such, we take very seriously the important role we play as advisors, consultants, collaborators, and implementers. Our success is directly tied to our client's success, and ensuring we have the organizational capability to deliver is essential to us. To ensure that our professionals can support our client's success, we generally ask 5 questions:

1. Do we have the right people to lead the effort?
2. Can we call upon additional resources to staff the operation and serve in key technical roles, as needed?
3. Have we successfully performed this work in the past?
4. Do we have strong business partners we can reach out to if we need to bring on subcontractors with technical specialties?
5. Is there a local talent pool we can tap into to train and run transactional activities?

**We have the right people available to lead this effort.** Solix has assembled a strong core management team composed of our firm **Eric Seguin, Vice President, State Government Programs**, our **Program Manager, Roger Brand**, and our teaming partner leads, **Perry Pockros from Hagerty**, and **Charles Holmes from Holmes & Company, LLC**. This core group represents over 50 years of management consulting experience, over 20 years of working with Federal, State, and local clients on disaster recovery projects, over 35 years of experience working in grant and financial management programs.



**Eric Seguin** is the former Chief of Economic Policy (Telecom) for the Oklahoma Public Utility Commission (Oklahoma Corporation Commission). Mr. Seguin has more than 15 years professional experience managing state programs and improving the public sector. Mr. Seguin holds a B.A. degree in Economics/International Finance from Rutgers University, a B.A. degree in Accounting (cum laude) from St. Leo University, an M.B.A. – Finance major from the College of William & Mary and has earned 76 credits towards completion of Ph.D. in Organizational Management at Capella University.

Mr. Seguin will be supported by our Program Manager, **Roger Brand**, who holds a BS in BS Industrial Engineering brings over 10 years expertise in performance management, with specific understanding of programs involving eligibility determination. He has directed a multitude of projects to ensure that processes are performed in compliance with procedures and that customer satisfaction is achieved by meeting performance metrics.

**Perry Pockros** has more than 30 years of experience in public sector consulting, government management and operations, legislative process administration, and public policy analysis. He has led public sector engagements for PricewaterhouseCoopers, IBM Global Business Services, and Hagerty Consulting, directing financial and performance management, program reviews, business process reengineering, business system modernization, organizational transformation, technical assistance and training projects. Mr. Pockros designs and implements change management initiatives to better align culture, people, and structure with strategy, business processes, and information technologies. During his career, Mr. Pockros has helped design, stand-up and manage federal-funded program procedures for the Mississippi Alternative Housing Project and Native American Nonprofit Housing Corporations, where he developed a housing compliance self-assessment training program. Most recently, Mr. Pockros led a team of six professionals in establishing an effective strategic operational framework to enable the Mississippi Alternative Housing Program to transition more than 2,000 post-Katrina disaster temporary housed families into permanently placed Mississippi Cottages over a 36 month period for this \$300 million federally appropriated post-disaster housing recovery pilot program. Previously, he oversaw a team of 6 professionals that perform an evaluation of the Disaster Housing Assistance Program (DHAP), a 2007 pilot program between FEMA and the U.S. Department of Housing and Urban Development (HUD) to provide continued rental assistance to households displaced by 2005 Hurricanes Katrina and Rita. DHAP provided rental assistance to more than 36,000 disaster-affected households and was designed to inform the Federal government's implementation of future disaster housing operations. Hagerty was tasked with performing a goal, process and outcome-based assessment of DHAP's efficiency and effectiveness and making recommendations for improvement. Mr. Pockros will serve as the lead for the Hagerty Team, working with the Program Manager to identify key staff for Task Orders, and monitoring performance.

**Charles Holmes**, Managing Partner of Holmes & Company, LLC, will serve as the Lead Project Manager for Holmes & Company, working with the Program Manager to identify key staff for

Task Orders and monitoring overall team performance. Mr. Holmes specializes in auditing, accounting and consulting services for governments, small businesses and nonprofit organizations. He led the firm's efforts for Financial Management Oversight for transit infrastructure rebuilding projects following the attacks of September 11<sup>th</sup>. He specifically monitored and valued the internal controls of the Port Authority of New York and New Jersey, as well as New York City Transit. Mr. Holmes also leads the firm's efforts for the Federal Transit Administration, including assessments of financial management systems and related internal controls using the financial management systems standards identified under 49 CFR Part 18.

Complete resumes for these staff, and all of our proposed staff, are included the Section Titled "Resumes." All staff will be considered for Pool 1 and Pool 2.

**We can call upon additional resources to staff the operation based on the specific Task Order.** Depending on New Jersey's needs, we will mobilize additional advisors, specialists, and other assets as needed. We have an extensive multi-disciplinary cadre to choose from to staff the project, and we understand that the administration of Federal Recovery Programs requires multiple disciplines. For that reason we invest heavily in human resources and currently have an active cadre of more than 100 professionals, including Accountants, CPAs, Financial Analysts, Cost Estimators, Engineers, Hazard Mitigation Specialists, Insurance Specialists, Senior PA Policy Advisors, Report Analysts, Database Developers, and Former Attorneys to help implement programs and projects to achieve success for the State. Our team member Solix has staff of more than 450 at its headquarters in Parsippany, New Jersey and is experienced in quickly mobilizing work teams to design and deploy new programs and operational solutions. Holmes & Company has a pool of over 45 auditors, accountants and financial analysts that can be easily tapped to provide expertise and financial analysis to the Using Agency.

For all of the staff assigned to the projects issued under this contract, Solix will employ our Resource Management Process to facilitate mobilization and utilization of these staff. This Process is designed to guide the identification, approval, and mobilization of resources to assist with the implementation of Task Orders. This Process generally includes the following steps:



In some cases, approval from the Using Agency will be provided to Solix through approval of the Task Order. In some cases, Solix may identify additional resource needs during execution of the Task Order. Solix will **always** gain approval from the Using Agency, including approval of labor categories, prior to mobilizing any staff.

**We have successfully performed this work before.** As previously mentioned in the Section titled “Technical Proposal,” our team has extensive experience with managing the Federal Recovery Programs following disasters, possesses strong skillsets in grants management and compliance. Because of this deep experience, the Solix Team will require very little start-up time to initiate Task Orders, which will provide efficiencies to the Using Agency and the State of New Jersey.

**We have a strong business team partners in Hagerty and Holmes & Company.** Solix brings decades of experience in financial and grant management, providing deep subject matter expertise in grant program management and oversight. Our team brings proven procedures, processes and systems following Hurricane Katrina both with FEMA and the City of New Orleans to manage the financial functions of billion dollar programs. We know how Federal rules have been applied following catastrophic disasters across multiple agencies and programs – such as through HUD Community Development Block Grants. Our business partner Hagerty Consulting has deep experience working with local, State and Federal governments following some of the Nation’s most challenging and devastating disasters. They have worked with the City of New York following the attacks of September 11th, and worked with FEMA to help streamline and engineer programs to expedite the distribution of funding. Our good work and reputation in disaster recovery resulted in Hagerty being awarded a contract with the City of New York to provide technical assistance on FEMA programs to facilitate recovery from Hurricane Sandy. Our business partner Holmes & Company, LLC has experience on large-scale financial management and auditing for large federal programs, and is experienced in ensuring internal controls in a post-disaster environment following September 11<sup>th</sup>. In addition to Hagerty and Holmes & Company, LLC, we have strong business partners we can reach out to. If we encounter highly complex, technical or programmatic issues for which others are better equipped to address, we will find the right personnel to work with our staff to provide a comprehensive solution to the State of New Jersey. This includes firms and professionals that specialize exclusively in accounting, engineering, mitigation, CDBG, etc. We would look to bring any future business partners on-board under our existing labor categories and will always obtain the State’s approval prior to bringing on any business partners.

**We would look to tap into the local talent pool.** In addition to inviting Holmes & Company, a certified Small Business with the State of New Jersey, Solix is committed to tapping into the local talent pool to meet the requirements of our projects. This may include identifying additional small business partners to bring talented individuals onto our team. Holmes &



Company will provide our team with financial analysis expertise and individuals to support financial management Task Orders. We used a similar approach in New Orleans and it was a highly successful and cost-effective solution, particularly as it applied to meeting administrative and transactional requirements.

## References

Solix Team references are cited for each project included in the Section titled "Technical Proposal."

## Experience of Bidder on Similar Contracts

The experience of the Solix Team with similar contracts is included in the Section titled "Technical Proposal."

### Disclosure

Solix, Inc. has not engaged in any work in the State of New Jersey related to disaster recovery with another consultant or in any other capacity.

Holmes & Company has not engaged in any work in the State of New Jersey related to disaster recovery with another consultant or in any other capacity.

Hagerty Consulting has engaged in the following work related to disaster recovery in the State of New Jersey with another consultant or in any other capacity:

#### **G-8034 Consulting: Disaster Recovery**

Hagerty Consulting currently has a business relationship with Witt Group Holdings, LLC (Witt) on two contracts. First, we provide standby emergency management services to Orlando, Florida under Witt's Emergency Management Executive Level Decision Making Master Services Agreement with the City. Our contract with Witt began in 2011 and ends on March 28, 2014. Hagerty also teamed with Witt to participate in an indefinite delivery, indefinite quantity contract with the State of South Carolina to support post-disaster recovery. This contract began in 2011 and ends on May 11, 2016. To date, no money has exchanged hands between Hagerty Consulting at Witt and have no active Task Orders with Witt.

Hagerty Consulting currently has a relationship with ICF International on one contract. ICF serves as a sub-contractor to Hagerty on our Joint Housing Solutions Group (JHSG) technical assistance contract. This contract was awarded to Hagerty on July 16, 2009 and ends on July 16, 2014. There are no active Task Orders under this contract for Hagerty or ICF International, and no money has exchanged hands between ICF International and Hagerty Consulting. Hagerty also participated with ICF International on a five year, \$50M proposal to provide FEMA's Planning Division with planning support and technical assistance in development of operational plans, which was not awarded to our team.

Hagerty Consulting has no current or prior relationship to Marcus Reinvestment Strategies, LLC, Capital Access, or Enterprise.

Solix has no current or prior relationship with Witt, Marcus Reinvestment Strategies, LLC, Capital Access, or Enterprise.

Holmes & Company, LLC has no current or prior relationship with Witt, Marcus Reinvestment Strategies, LLC, Capital Access, or Enterprise.

#### **G-8037 Housing Strategy Advisor**

Hagerty Consulting has a limited business relationship with CDM Smith, Inc. We entered into a contract in April, 2013 to provide one Community Development Block Grant Subject Matter Expert to CDM Smith for five hours a month. This expert will work with CDM Smith, Inc. exclusively on a project located in Minot, North Dakota.



Solix and Holmes & Company, LLC have no current or prior relationship to the contractor providing services under G-8037, CDM Smith, Inc.

#### **Other Disaster Recovery Services**

Hagerty Consulting is presently providing services to FEMA to implement the Community Disaster Loan Program in the State of New Jersey. In addition, we have provided one individual to perform Public Assistance Support Services to the Port Authority of New York and New Jersey under our NISTAC Contract under Task Order 13E-J-0001. Hagerty Consulting takes Conflicts of Interest seriously, and under no circumstances would perform on a Task Order issued by the State that would in any way be considered a conflict of interest with the work we are currently performing in the State of New Jersey.

Solix, and Holmes & Company have not engaged in any work in the State of New Jersey related to disaster recovery with another consultant or in any other capacity.



Transparent Solutions, Visible Results

## Solix Team Resumes



## **ERIC D. SEGUIN**

**Principal/ Vice President**

### **KEY SKILLS**

**16 Years Government / Customer Liaison Experience**

**14 Years State Universal Service Management Experience**

**4 Years Lifeline Audit and Regulatory Policy Experience**

**Operations Management**

**Financial Management**

**Confidential  
Information**

### **EXPERIENCE**

**Solix, Inc.**

#### **Vice President – State & Local Programs**

Oversee all operations supporting Solix-administered state Lifeline programs, Universal Service Funds (USFs), Telecommunications Relay Services (TRS), and other public benefit programs. Specific responsibilities include:

- Interface with agency staff to ensure satisfaction of contractual obligations, service objectives, and program integrity
- Lead the State & Local Programs organization to achieve all strategic, operational, and financial program goals
- Interface with legislators and senior officials regarding regulatory requirements and successful program management
- Research and analyze state and federal regulatory proceedings
- Develop and deliver expert testimony in support of fund administration recommendations and analyses

**Oklahoma Corporation Commission (public utility rates/services regulator)**

#### **Chief of Telecommunications**

- Supervised the review of service offerings and rate filings
- Oversaw Lifeline audits and certified Lifeline providers as eligible carriers
- Developed policy, including Lifeline, recommendations
- Conducted technical conferences, rulemakings, and company dispute resolutions
- Served on staff of the Federal-State Joint Board on Universal Service; assisted in design of national USF policies

**National Exchange Carrier Association (NECA)**

#### **Director - State Program Operations**

- Launched and managed the State programs group

#### **Previously Held Positions**

- Policy Analyst, Financial Analyst, and Forecaster

### **EDUCATION**

- Doctoral Candidate, Management, Capella University
- MBA Finance, College of William and Mary
- BA Accounting, St. Leo University
- BA Economics/International Finance, Rutgers University

### **CERTIFICATIONS/MEMBERSHIPS/AWARDS**

- Certified Fraud Examiner (CFE)
- Adjunct Instructor, University of Central Oklahoma
- NECA Employee of the Year Award
- United States Army Armor Leadership Award



## ROGER BRAND

Program Manager/Director

Confidential  
Information

### KEY SKILLS

6 Years Schools & Libraries Program

Performance Management

Process Improvement

Financial Management

Program Leadership

### EXPERIENCE

Solix, Inc.

#### Director – Schools & Libraries Program, Post-Commitment Operations

Manage Solix's post-commitment processing for the Federal Schools and Libraries (E-rate) Program as administered by the [Confidential] [Redacted]. Processes managed include invoicing review and payment approval, appeals review, and modification review. Specific responsibilities include:

- Direct staff so that processes are performed in compliance with procedures and FCC rules and guidelines, and that customer satisfaction is achieved by meeting or exceeding [Confidential] performance and quality goals
- Plan, recruit, and manage highly-qualified staff for processes
- Provide ongoing evaluation of functions to identify opportunities to improve efficiency or quality. Implement process changes; recommend procedural or system changes
- Coordinate with [Confidential] staff to prevent or resolve issues

#### Manager – Schools & Libraries Program

- Project managed user requirements and test plans for Information Technology-related projects. Includes resolving issues among all affected parties
- Managed invoice review team to ensure high quality reviews while meeting or exceeding performance goals

Timeplex, LLC

#### Manufacturing Engineering Director/Engineering Manager

- Lead a team in production of networking equipment
- Approve test strategies and procedures (ISO compliant)
- Manage new product introductions

### EDUCATION

- BS Industrial Engineering, New Jersey Institute of Technology

### OTHER TRAINING

- Project Leadership: Building High-Performance Teams
- Assessing and Redefining Your Leadership Style
- Business Process Innovation
- Emerging Telecom & Convergence Technologies

**Confidential Information**  
**Subject Matter Expert**

**Confidential Information**

**KEY SKILLS**

- Operations Management**
- Management Consulting & Program Evaluation**
- Strategic Planning & Process Improvement**
- Financial Planning & Management**
- Quality Assurance**

**EXPERIENCE**

**Solix, Inc.**

**Vice President & COO, Grant Management Solutions Division**

**Vice President & COO, Lytmos Group, Inc., a wholly owned subsidiary of Solix, Inc.**

Experienced in strategic planning and process improvement, information technology development, and operations and resource management. Specific responsibilities include:

- Provide leadership for program design, development, and implementation
- Lead program evaluations and implement systematic processes and solutions to maximize program investments
- Plan and manage financial and human resources including coaching senior level staff
- Direct pre- and post-award administration of competitive grant programs including evaluation processing; post-award monitoring and compliance; and financial and performance management
- Support clients' strategic planning with a clear understanding of their goals and industry best practices
- Design and manage information technology projects and resources in support of client needs
- Develop comprehensive reports highlighting program performance and return on investment information
- Provide strategic guidance for development and delivery of new and existing services and products

**Lytmos Group, LLC**

**Co-Owner, Vice President & COO**

Before selling this women-owned small business to Solix, Inc.:

- Directed the development and implementation of the company's grant management practice including the implementation of policies, procedures and technology platforms to handle all aspects of administration and performance management
- Led strategic planning initiative to develop overall business plan and business development initiatives
- Provided leadership in contract management, financial management, and resource planning
- Directed the development and implementation of GrantEase; a proprietary system that manages all aspects of grant administration from pre-award application acceptance and peer review to post-award management including management of deliverables, financials, contracts, change requests, and performance management

**Previously Held Positions**

- Director of Application Development, Sprint PCS
- Principal Consultant, Foxfire Consulting, LLC
- District Manager, Application Development & Enterprise Architecture, AT&T

**EDUCATION**

- BA, Management/MIS, University of South Florida

◆ SUBJECT MATTER EXPERT

CAREER SUMMARY

RELEVANT HIGHLIGHTS

██████████ is an experienced emergency management professional with 20 years experience in disaster recovery and hazard mitigation as a Flood Insurance Adjuster and 20 years experience in the construction industry as a Master Electrician, Mechanical Contractor and Residential Builder.

██████████ has served as a subject matter expert for the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) program having worked as an appeal response and arbitration researcher/writer, policy researcher and correspondence writer; performed QA/QC reviews. He also served as Deputy Lead for QA/QC Reviews for Hurricane Katrina.

Tasks completed as a Lead Instructor in the PA program include the development of training materials including a FEMA/State educational video, and a field-mentoring program for new PA staffers that has now been incorporated into the FEMA training program.

██████████ is an excellent public speaker who has given a wide variety of presentations to FEMA, State and Contract employees as well as to the press, local politicians and congressional staffers including representing FEMA by providing testimony before the State of Vermont's various House and Senate committees in regards to their FEMA recovery following Hurricane Irene.

██████████ is well versed and has also taught numerous FEMA courses in the following specialties: *Public Assistance OP I and II, Cost Estimating Format, Debris Operations, Hazard Mitigation, Project Worksheet Workshop, and Conducting Preliminary Damage Assessments.*

██████████ was certified as a Master Electrician in the State of Michigan and is currently certified as a Non-Resident Property Adjuster in the State of Texas.

- ◆ Subject Matter Expert for FEMA PA Program
- ◆ 20 years in disaster recovery
- ◆ 20 years in construction
- ◆ Flood Insurance Adjuster
- ◆ Extensive experience in Hazard Mitigation
- ◆ Certified Non-resident Property Adjuster
- ◆ Lead Instructor in FEMA PA Program
- ◆ Excellent public speaker
- ◆ Taught numerous FEMA courses
- ◆ Developed and taught 406 Hazard Mitigation courses
- ◆ Strong writer
- ◆ Engineering mindset
- ◆ Field experience
- ◆ Thorough understanding of the construction trades and industry practices
- ◆ Ability to document and estimate large losses to many types of infrastructure



## RELEVANT WORK EXPERIENCE

### **Independent Consultant, Hagerty Consulting, Inc., 2011- Present**

*NYC Hurricane Sandy Recovery, Technical Assistance*

### **Consultant, Cunningham Lindsey, 1999-2011**

- 2011 Vermont, Hurricane Irene: Lead Project Specialist for the Waterbury State Office Complex, PA Lead Instructor, NFIP Insurance Specialist, Correspondence Writer and Policy Advisor / Received Federal Coordinating Officer's Achievement Award
- 2010 Iowa, 2008 Flooding: Policy Advisor, Correspondence Writer, Appeals Researcher
- 2009 New Orleans, LA, Hurricane Katrina: Correspondence Writer
- 2008 FEMA Region VI HQ: Policy Advisor, Appeals Writer and Arbitration Researcher
- 2008 Iowa, Flooding: Lead Instructor
- 2007 New Orleans, LA, Hurricane Katrina: Lead PA Instructor, A & I Project Group Lead, Deputy Team Leader QA/QC
- 2007 Nebraska, Ice Storm: Public Assistance Coordinator (PAC)
- 2005 – 2006 Florida, Multiple Hurricanes: Appeals and Correspondence Team Lead
- 2005 FEMA HQ, Training of new PA Technical Assistance Contractors for Hurricane Katrina: Lead Instructor
- 2004 – 2005 Florida, Multiple Hurricanes: Lead Instructor, QA/QC Reviewer
- 2003 Maryland, Hurricane Isabel: Lead Insurance Specialist, QA/QC Reviewer
- 2002 Guam, Super Typhoon Pongsona: PAC, Project Specialist, Lead Estimator for electrical and AC systems
- 2001 Houston TX, Flooding from Tropical Storm Allison: Lead Project Specialist for Harris County, PAC
- 2000 FEMA Region III HQ: Appeals Writer, Project Specialist, Closeout Specialist and Insurance Specialist; performed PDA's
- 2000 FEMA Region V HQ, Snow Emergency: PAC
- 1999 Virginia, Hurricane Floyd: NFIP Specialist and Project Specialist

### **NFIP Flood Insurance Adjuster, Cunningham Lindsey, 1995-1999**

### **FEMA Housing Inspection Contractor, Suncoast, 1992-1995**

- 1995 Alabama, Flooding: Project Manager for the first Automated Construction Estimating (ACE) program deployment from the FEMA Mt. Weather secure facility in Virginia
- 1994 California, Northridge Earthquake: Field Office Supervisor, Trainer and ACE Host computer operator, processed contract inspector's final pay and travel expenses
- 1993 Missouri, Great Floods: FEMA Individual Assistance (IA) Housing Inspector, Reviewer, Project Manager, Provided training for IA Inspectors in FEMA's new ACE program



- 1992 Louisiana, Hurricane Andrew: IA Housing Inspector

**Owner, Suttons Bay Electric, 1987-1992**

- Owner, Electrical Mechanical contractor

**Master Electrician, Detroit Edison, 1977-1987**

- Master Electrician, Refrigeration Journeyman, Handyman

**FEMA COURSES TAUGHT / TAKEN\***

- Public Assistance OPS I
- Public Assistance OPS II / PAC Crew Leader
- Cost Estimating Format
- Debris Operations
- 406 Hazard Mitigation
- GPS Usage
- Project Worksheet Workshop
- Conducting Preliminary Damage Assessments
- National Emergency Management Information System (NEMIS) Training\*
- National Environmental Policy Act (NEPA) Training\*
- Train the Trainer - Public Assistance OPS I\*
- Train the Trainer – Cost Estimating Format\*

**LICENSES AND CERTIFICATIONS**

- State of Michigan: Master Electrician (expired), Mechanical Contractor, Insurance Adjuster and Residential Builder
- State of Texas: Non-resident Property Adjuster
- NFIP Adjuster certified for all losses; NFIP Adjuster # 6020021



◆ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ has been Self-employed as a financial and management consultant for the past three years since retiring from the public sector in 2008. ██████████ has prepared financial and benchmarking studies, personnel studies, and process engineering studies for local governments, and worked extensively on the Community Disaster Loan Program under a contract that Hagerty Consulting has with FEMA.</p> <p>██████████ is a professional with 21 years of experience in the public sector. ██████████ has served as CFO to two local governments in Kansas and Illinois. ██████████ also served as an assistant city manager and a city manager in Illinois cities of 145,000 and 75,000, respectively. During my career ██████████ have negotiated union contracts, updated pay and performance management systems, oversaw risk management functions, developed an internal audit function, developed strategic plans, worked on redevelopment projects, developed and implemented complex budgets and accounting systems, co-led process improvement projects, and streamlined operations.</p> <p>Prior to entering the public sector, ██████████ I was a Partner in my own CPA firm in Lawrence, Kansas. Julia Carroll was the partner in charge of governmental auditing. Julia Carroll has experience with governmental auditing, accounting, as well as individual and corporate income tax preparation, bank directors' examinations, SEC audits, and general business accounting services.</p> <p>██████████ has served as adjunct faculty at the University of Kansas teaching financial accounting to both MBA students and undergraduates. ██████████ is also currently engaged to teach an introductory public administration course in the School of Continuing Studies for the Masters of Public Policy and Administration at Northwestern University, Evanston, Illinois.</p>	<ul style="list-style-type: none"> <li>◆ Managed a \$1.2 billion project for FEMA reviewing 100 Special Community Disaster Loans and managed a staff of nine financial analysts and CPA's over a six-month period</li> <li>◆ Developed first formal training manual for the SCDL Program and delivered training to 9 staff</li> <li>◆ Served as consultant to an Illinois local government to review all aspects of their business operations and assisted them in developing a plan to reduce operating costs and strengthen their Balance Sheet</li> <li>◆ Served as CEO for a city of 75,000 residents, with 11 departments, and 857 employees</li> <li>◆ Credentialed City Manager from 2005-2010</li> <li>◆ Certified Public Accountant since 1981</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Master's in Public Administration, 1998, Northern Illinois University</li> <li>◆ Bachelors in Accounting and Business Administration, 1978, University of Kansas</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Independent Contractor, Hagerty Consulting, Inc., 2008-Present**

- Served as Quality Control Reviewer for the Community Disaster Loan Program in 2008-09 for disasters in Iowa, Louisiana, and Texas. Supervised four financial analysts and reviewed 24 loan application packages prior to them being sent to FEMA for approval
- Served as Project Manager and Quality Control Reviewer for the 2005 Special Community Disaster Loan Program (SCDL) in the states of Louisiana and Mississippi. Managed a staff of nine (financial analysts and CPA's) over a six month period. The team successfully prepared more than 100 loan cancellation packets prior to them being sent to FEMA for approval
- Developed first formal training manual for the SCDL Program and delivered training to 9 staff in 2010
- Assisted the Office of Corporate Counsel at FEMA on reviewing comments from the rule-making process for the SCDL. Prepared responses to the public comments and assisted in writing new regulations

### **City Manager, City of Evanston, 2005-2008**

- Served as CEO for a city of 75,000 residents, with 11 departments, and 857 employees
- Engaged with the City Council and the citizens to develop the City's first Strategic Plan
- Initiated the creation of Design Review Guidelines for the City, prepared economic development agreements, and oversaw the revision to the Downtown Plan

### **Assistant City Manager, City of Naperville, 2002-2004**

- Served as COO for a city of 140,000 residents, with ten departments and 1056 employees
- Managed the city's Capital Improvement Plan of more than \$100 million
- Served as economic development liaison and brokered several economic development agreements and oversaw the development of a sales tax rebate agreement-the first in the city's history

### **CFO/Director of Finance, City of Naperville, 1991-2002**

- Interacted with rating agencies to obtain the city's first AAA bond rating
- Developed several accounting and management systems including a fixed asset inventory, procurement system, and oversaw the implementation of an enterprise-wide IT system
- Managed the City's two pension plans for public safety including overseeing investments of more than \$100 million in assets

## **PRIOR PROFESSIONAL EXPERIENCE**

- CFO/Director of Finance, City of Lawrence, 1987-1991
- Partner, Schehrer, Harrod, and Bennett, CPA's, Lawrence, 1979-1987
- Staff Accountant, KPMG, Topeka, 1978-1979

## **SPECIALIZED TRAINING**

- Attended the ICMA Senior Executive Institute, a two-week executive training program for public administrators at the University of Virginia, Darden School of Business, 2007
- Attended the IBM Executive Training Program in White Plains, 1989
- Completed three FEMA Emergency Management training courses



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## FRANK DOMINGUEZ, Subject Matter Expert

### SUMMARY OF EXPERTISE

Frank has over 30 years experience in audit and consulting engagements. Experience in a variety of business environments, specifically manufacturing, energy, pharmaceutical, health care and government. Background includes large Holding Company and “Big 4”. Expertise in auditing as well as financial and operational controls and systems.

### PROJECT EXPERIENCE

#### ***U.S. DEPARTMENT OF TRANSPORTATION – FEDERAL TRANSIT ADMINISTRATION (FTA)***

Performed numerous reviews for the FTA under their *Financial Management Oversight* (FMO) program. These reviews involved the assessment of the financial management systems and the related internal controls using the financial management systems standards of the “Common Rule” (*49 CFR Part 18*). A representative number of reviews conducted of transit authorities throughout the US include the following:

- Miami Dade Transit
- Bridgeport Transit Authority
- Charleston Area Regional Transit Authority
- Southeastern Michigan Transportation Authority
- Fayette Area Coordinated Transit
- Kansas City Area Transit Authority
- City of Pekin, IL.
- Port Authority of New York/New Jersey (LMRO)

### COMPLIANCE EXPERIENCE

#### ***SOUTH CAROLINA DEPARTMENT OF TRANSPORTATION***

Several Projects to implement *Internal Control and Compliance Monitoring and Review* for South Carolina DOT sub-recipient mass transit providers.

#### ***US DEPARTMENT OF HOMELAND SECURITY, IMMIGRATION AND CUSTOMS ENFORCEMENT (ICE)***

Performed review pertaining to contract with Department of Homeland Security/Immigration and Customs Enforcement to determine the actual daily cost of housing ICE detainees in relation to the cost being charged to ICE in accordance with the Inter-governmental Service Agreement between ICE and the detention facility.

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**FRANK DOMINGUEZ, Subject Matter Expert (Cont'd)**

**EDUCATION**

BS in Accounting - Villanova University  
Villanova, PA  
MBA - Rutgers University  
New Brunswick, NJ

**PROFESSIONAL AFFILIATIONS**

Certified Public Accountant, Commonwealth of  
Pennsylvania (#CA011849L)  
  
Institute of Internal Auditors  
American Institute of Certified Public Accountants

Confidential Information

## Subject Matter Expert

### KEY SKILLS

**25 Years Information Technology Experience**

**23 Years Telecommunications Experience**

**10 Years Schools & Libraries Program Experience**

**Systems and Business Analysis**

**Process Improvement and Project Planning**

Confidential Information

### EXPERIENCE

#### Solix, Inc.

##### Senior Systems Analyst

Lead the business analysis for applications developed by Solix, including all Schools & Libraries (E-rate) Program systems. Responsibilities include:

- Write system requirements for project phases, based on information gathered from users
- Create and maintain the Logical Data Model as well as the Physical Data Model using Designer
- Coordinate with the Data Base Administrator
- Work with the development team to design web pages
- Perform quality assurance testing, including creating test cases
- Work with users during training and User Acceptance Testing

#### Cap Gemini Ernst & Young

##### Senior Systems Analyst

- Acted as lead analyst in writing Statement of Work, updating project plans and creating templates for Cablevision Project
- Billing Lead Analyst for California Public Utility Commission Telecom Regulatory Project for PacBel

#### Previously Held Positions

- Consultant/Senior Systems Analyst, Datanomics, supporting AT&T and NYNEX
- Consultant/Systems Analyst, Tekmark, supporting AT&T
- Consultant/Systems Tester, IMI Systems supporting AT&T
- Consultant/Developer/Tester, ARMS Inc., supporting AT&T

### EDUCATION

- BS Mathematics, University of the Philippines

### SKILLS

- Languages: SQL, DB2/SPUFI
- Operating Systems: DOX, IBM OS, MVS, UNIX, Windows 3.1/95/98/2000/XP/7
- Databases: Oracle, SQL Server, DB2, IDMS/R, IMS DB/DC
- Tools Worked On: SQL Server Business Intelligence Development Studio, TSO/ISPF, VSAM
- Utility Software: Erwin, Oracle Designer, ADW Knowledgeware, Excelerator Business Rules, Vitria's Business Ware



STEPHEN H. HAGERTY ♦ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>Steve Hagerty is a management consultant, entrepreneur, and business executive with more than 17 years of professional experience managing large federal programs and improving the public sector. He has served as a strategic planning, process improvement, quality control, change management, and financial consultant for a variety of clients including the Federal Emergency Management Agency (FEMA), the U.S. Department of Homeland Security (DHS), the City of Los Angeles, the U.S. House of Representatives, the California Department of Forestry, the U.S. Patent Trademark Office, the U.S. Forest Service, Fluor Corporation, IBM, and PricewaterhouseCoopers (PwC).</p> <p>Throughout his career Mr. Hagerty has been looked upon to reengineer, manage, and lead large, complex, politically sensitive federal programs, including the outsourced \$7.4B federal recovery effort after 9/11 and the \$1.4B Special Community Disaster Loan (CDL) Program established by Congress after Hurricane Katrina. In both of these roles, Mr. Hagerty was singled out for his commitment to excellence, evidenced by his knowledge of federal regulations, thoroughness, and fact that neither program experienced any known adverse audits by the Office of Inspector General (OIG); and his ability to implement new approaches that streamlined the grant process yet still complied with the Government’s regulations. As a result of his focus on quality, Mr. Hagerty has twice been asked by Fortune 500 companies to develop quality control plans for large \$100M+ federal contracts they hold.</p> <p>Prior to starting Hagerty Consulting in September 2001, Mr. Hagerty served as a staff consultant, senior consultant, manager, and senior manager at Price Waterhouse, and subsequently PricewaterhouseCoopers, Office of Government Services between 1993 and 2001. He developed experience in the areas of large scale project management; financial and program reviews; federal grant management; organizational assessments; process design; strategic planning; and performance improvement. During his tenure at PwC, he contributed significantly to the development of the firm’s public sector practice, particularly in regard to FEMA; participated in the firm’s e-business council; and actively participated in the firm’s recruiting, mentoring, training, and staff evaluation process. Mr. Hagerty was regularly recognized as one of the top-performing consultants in the Office of Government Services.</p> <p>As the President of Hagerty Consulting, Mr. Hagerty’s focus is on providing his executives and managers with the resources, tools, and training needed to deliver outstanding results. He is a member of the GSA Professional Services Industry Government Council, Board President of the Evanston Chamber of Commerce, member of the Connections for the Homeless Advisory Council, member of the Chicagoland Chapter of the Young Presidents Organization (YPO), and a frequent guest at Syracuse University’s Maxwell School of Citizenship and Public Affairs, where he gave the Convocation Address to the 2007 graduates.</p>	<ul style="list-style-type: none"> <li>♦ Oversaw \$7.4B outsourced FEMA 9/11 Recovery Operation for two years</li> <li>♦ Coordinated \$1.3B Federal Government Loan Program from 2005-2010</li> <li>♦ Led Hagerty’s role on 5-year, \$500M FEMA Public Assistance contract</li> <li>♦ Led Hagerty’s role on \$50M Housing Assistance contract and \$40M DHS CFO contract</li> <li>♦ Reengineered federal loan program to reduce in take from 8 to ~1 week</li> <li>♦ Created Incremental Cost Approach (ICA) to speed reimbursement of \$500M to governments after 9/11</li> <li>♦ Subject Matter Expert on FEMA’s Public Assistance Program – Instructor, Deputy PAO, Advisor, PAC, PO</li> <li>♦ Subject Matter Expert on FEMA’s Community Disaster Loan Program</li> <li>♦ Developed 3-1-1 implementation strategy for City of Los Angeles</li> <li>♦ Conducted workload analysis to justify California Department of Forestry budget increase</li> <li>♦ Helped establish the Federal Government’s Long-Term Recovery Framework</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>♦ Masters of Public Administration, Maxwell School of Citizenship and Public Affairs, Syracuse University, 1993</li> <li>♦ Bachelor of Science (Consumer Studies), Syracuse University, 1991</li> </ul>



## RELEVANT WORK EXPERIENCE

### **President, Hagerty Consulting, Inc., 2001-Present**

- Provide executive-level support under various federal contracts including FEMA Public Assistance, FEMA Individual Assistance, FEMA Hazard Mitigation Technical Assistance Program (HMTAP), DHS EAGLE, FEMA Disaster After Action Review and Technical Services (DAARTS), FEMA Joint Housing Solutions Group (JHSG).
- Serve as a subject matter expert in the areas of public assistance, disaster housing, long-term recovery, and community disaster loans.
- Provide executives, managers, and staff with the resources, tools, and training to identify the right people, mobilize quickly to meet client needs and deliver outstanding client results.
- Developed quality control plans for two Fortune 500 Companies; one for a \$100M federal contract and the other for a \$500M federal contract.
- Oversaw the implementation of a \$1.4B congressionally mandated Community Disaster Loan Program after Hurricane Katrina to local governments in Mississippi and Louisiana, and subsequently Texas and Iowa after Hurricane Ike. Streamlined the application and cancellation process, while still complying with Federal regulations, and processed more than 150 applications.
- Served as the Chief Operating Officer for FEMA's \$7.4B outsourced recovery operation in NYC following 9/11. Responsible for all aspects of the operation, including producing over 1,500 grants valued in excess of \$7.4B, managing a staff of 75 professionals, quality control, strategic planning, resource management, assessing individual and team performance, working on the most complex federal grants, and establishing an environment that fostered innovation.

### **Senior Manager, Manager, Senior Consultant, Consultant, Price Waterhouse (subsequently PricewaterhouseCoopers), Office of Government Services, Washington, D.C. 1993-2001**

- Identified, developed, and managed multi-million dollar consulting projects in areas of grant management, strategic planning, financial and policy analysis, process and performance improvement, and organizational change.
- Developed and managed a ~15 person, multi-million dollar FEMA practice for the firm.
- Participated in the recovery of more than 20 disaster events (e.g., Hurricanes Andrew and Marilyn, 1993 Midwest Floods, CA Fires); working closely with state and local governments to determine federal reimbursement.
- Developed strategic plans for the creation of a 3-1-1 system in the City of Los Angeles and having a federal agency assume control of “.us,” the United State's top-level domain.
- Conducted multiple organizational assessments for FEMA, U.S. Forest Service, and other clients that examined issues related to people, process, organization, and performance.
- Re-engineered processes for several clients to eliminate inefficient steps, including the patent and trademark process and the process to award post-disaster grants for earthquake damaged buildings.
- Conducted multiple performance audits, including an audit of the U.S. House operations.
- Performed multiple financial, program, and eligibility reviews on multi-million dollar federal grants awarded to state and local agencies.

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██████████, **Subject Matter Expert**

**SUMMARY OF EXPERTISE**

██████████ is a manager at Holmes & Company and is a Harvard Business School trained executive experienced in project management, finance, strategic planning, internal control design and effectiveness, implementing accounting systems, turnarounds, process reengineering and financial leadership. ██████████ is currently working on a multiple assignment for the Federal Transit Administration under their Financial Management Oversight program. He is a former CFO of a division of an International CPA firm and a regional CPA firm. Three years experience in corporate finance of a major bank. Led turnaround of IT company.

**PROJECT EXPERIENCE**

***U.S. DEPARTMENT OF  
TRANSPORTATION – FEDERAL  
TRANSIT ADMINISTRATION (FTA)***

Performed numerous reviews for the FTA under their *Financial Management Oversight (FMO)* program. Three reviews involved the assessment of the financial management systems and the related internal controls using the financial management systems standards of the “Common Rule” (*49 CFR Part 18*).

**EDUCATION**

JD – Harvard University School of Law  
Cambridge, MA

MBA – Harvard Business School  
Cambridge, MA

BS in Accounting – Drexel University Philadelphia, PA



◆ SUBJECT MATTER EXPERT

CAREER SUMMARY

██████████ has 30 years of professional experience, including ten years as a finance executive for a worldwide hotel and resort company. He has over five years of experience working with FEMA Public Assistance and Community Disaster Loans in Louisiana.

In 2005, ██████████ and his team coordinated the distribution of over a billion dollars in Community Disaster Loan funds. In 2006, Mr. ██████████ served as the Project Officer / Reports Lead of the FEMA Health & Research Technical Support Group in Louisiana. In addition to his duties as Reports Lead, he conducted a detailed building assessment and full content inventory of the Louisiana Superdome. Later assigned to the LSU Health Science Center, Mr. ██████████ developed a new Project Worksheet tracking system for his team. Mr. ██████████ then became a Reports Specialist where he reviewed PWs in the QA/ QC queue before forwarding them to Washington, DC for funding. His efforts resulted in a significant decrease of the backlog in the queues. ██████████ has most recently been responsible for all reporting requirements under the Facility, Planning and Control (FP&C) umbrella. He has replaced the Project Management Tool (PMT) with a Project Worksheet Phase Tool (PPT) and successfully transferred data from an Excel spreadsheet into a database. Most of the changes made to the database have been adapted disaster-wide. Mr. ██████████ is deployed to New Orleans, Louisiana where he has been serving as an embedded Reports Specialist since 2005 to support the recovery operation from Hurricanes Katrina and Rita.

In the corporate world, Mr. ██████████ spent thirty years in the hospitality industry, rising through the ranks to top management positions in both the Food and Beverage, and Finance tracks. In his last ten years, he served as CFO, VP-Finance and Controller for Hilton Reservations Worldwide. Over the course of his career, he negotiated development agreements for new operating locations, and he created or added value through improved design to many analytical tools and internal control systems. These include accounting systems, revenue management, inventory management and internal controls.

After retiring from the hospitality business in 1998, Mr. ██████████ dedicated himself to his continued volunteer activities in the local Boy Scouts of America.

RELEVANT HIGHLIGHTS

- ◆ Five years of FEMA PA experience
- ◆ Served as the Office Manager for the Community Disaster Loan program in LA
- ◆ Supported multiple applicants, prepared PWs for categories B&E, developed tracking reports, and served as Reports Specialist monitoring progress against milestones for PA operations in multiple departments
- ◆ Responsible for all reporting requirements under the Facility, Planning and Control (FPC) umbrella in LA
- ◆ Served as CFO, VP-Finance and Controller for Hilton Reservations Worldwide
- ◆ Negotiated development agreements for new operating locations
- ◆ Co-chairman of Boy Scouts of America's Emergency Preparedness Committee and a HAM Radio Operator certified in emergency response and services
- ◆ FEMA - Hurricanes Katrina & Rita – coordinated the loan applications & distribution of over a billion dollars in community disaster loan funds

EDUCATION

- ◆ Doctor of Commissioner Science, 1994, Boy Scouts of America
- ◆ Economics, 1972, Georgetown University
- ◆ Jesuit College Preparatory School, 1968



## RELEVANT WORK EXPERIENCE

### **Contractor, Hagerty Consulting, Inc., 2005-Present**

- FEMA - Hurricanes Katrina & Rita – coordinated the loan applications & distribution of over a billion dollars in community disaster loan funds
- Under the Public Assistance program, represented FEMA for the physical review and assessment of all food and beverage equipment in the Louisiana Superdome, from physical assessment through review of bid and let of contract for repairs and replacements
- Directed and completed a full inventory of all furnishings, fixtures and equipment in the Louisiana Superdome, with assessment of condition and eligibility recommendations for repair or replacement
- Under the FEMA – “Health & Research Team”, developed a new and improved project worksheet tracking system for the team and several other analytical reports for management to know exactly where project worksheets for various facilities were progressing
- Accepted a special assignment to help clear the backlog of project worksheets in the QA/QC queue and expedite them being approved and forwarded to Washington for obligation of funding
- Became the embedded Reports Specialist for the Health and Research (HR) team, replacing three persons. Retained that position as the group was merged with the Higher Education (HE) team and then the State Agencies (SANO & SABR) teams, becoming the statewide Facilities, Planning, and Control (FP&C) team, covering approximately 20% of the volume of the two disasters

### **District Vice-Chairman, Boy Scouts of America, 1987-2004**

- Exceeded the District’s 2004 annual fundraising goal by 23% or \$35,000, grew enrollments and exceeded on-time charters, quality units and advancement, and grew the number of units by 5% annually
- Recruited and trained the commissioner staff to a ratio of 1:2.5 units compared to the national standard of 1:3 units
- Promoted from Webelos Den leader in 1987, to the District Commissioner in 2002

### **Vice President- Finance and Controller, Chief Financial Officer, Assistant to Senior Vice President, Internal Auditor, Assistant to the Controller, Hilton Hotels Corporation, 1978-1998**

- Responsible for all financial duties for Hilton Hotels and Hilton International through the not-for-profit operation of the Hilton Reservations Worldwide Division
- Supervised a staff of ten to twelve, and hired, trained, coached, and evaluated them over the course of their employment
- Prepared, monitored, and bottom-lined a \$40M annual operating budget, and worked with a handpicked Hilton Team to modify the People Soft program to meet the needs of the hospitality industry in 1997
- While serving as the assistant to the regional Senior Vice President, he monitored financial results and budgets for 17 operating hotels and visited all 17 properties several times a year
- Accomplished many things through this work, one of which was taking the division from a \$15M debt position to a zero base not-for-profit operation
- Restructured the pricing strategy for franchise billing participation, which in turn achieved harmony between the parent company and the franchisees, and improved guest services



- Implemented direct deposit, increased employee participation in 401N plans, and started line item budget responsibilities resulting in net cost savings to participating hotels
- Created a new operating statistic REVPAR which has since become an industry standard for comparing hotel economic performance
- Implemented a pilot computerized system to improve efficiency, labor, time and expenses

#### **PRIOR PROFESSIONAL EXPERIENCE**

- President, Gopher Oil Company, 1998-Present
- President, HIGCO, Inc., 1998-Present
- CFO, VP Finance & Controller, Hilton Reservations Worldwide, 1987-1998
- Assistant to the Senior Vice President, Hilton Hotels' Southern Region 1984-1987
- Internal Auditor, Hilton Hotels' Eastern & Southern Regions, 1979-1984
- Finance Office, Food & Beverage Controller, Various Hilton Hotels, 1973-1975 & 1977-1979

#### **SPECIALIZED TRAINING**

Graduate Finance Certificate, Southern Methodist University, 1994

◆ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a Former Federal Senior Executive and Attorney. He has 39 years of diverse experience as a government attorney and disaster assistance program director with 30+ years of experience overseeing FEMA legislative and regulatory activities. He has been responsible for implementation of the FEMA disaster assistance program and management the development of FEMA’s Office of General Counsel into an integral component of the Agency. As a FEMA consultant, his expertise encompasses Public Assistance, Individual Assistance, Mitigation, National Flood Insurance Program and Preparedness projects, etc.</p> <p>██████████ has comprehensive knowledge of all FEMA authorities, including the Robert T. Stafford Disaster Relief and Emergency Assistance Act and the National Flood Insurance Act.</p> <p>He has served as FEMA’s Deputy General Counsel during much of the 1990s, a period when FEMA was regarded as among the best agencies in the Federal government.</p> <p>He also created a cadre of intermittent FEMA attorneys who provide legal services throughout the United States following Presidentially-declared emergencies and major disasters FEMA.</p> <p>██████████ was awarded the SES Peer Award, recognizing him as the most outstanding member of FEMA’s SES cadre.</p> <p>He has built and managed partnerships within FEMA, as well as between FEMA and other Federal agencies, which enhanced FEMA’s ability to implement the Federal disaster assistance and mitigation programs.</p> <p>██████████ received the FEMA Meritorious Service Award for his leadership role in drafting and coordinating the enactment of amendments to the statute which authorizes the Federal disaster assistance program.</p> <p>██████████ earned his Juris Doctor from George Washington University and currently holds a bar license in Ohio and Washington DC.</p>	<ul style="list-style-type: none"> <li>◆ Author of legal opinions which enabled FEMA to prepare for and respond to Presidentially-declared disasters more effectively</li> <li>◆ Member and Chair of the FEMA Labor-Management Partnership Council, 1997-2000</li> <li>◆ Lead FEMA Disaster Assistance and National Flood Insurance Program attorney throughout career</li> <li>◆ Individual Assistance Branch Chief from 2003 to 2005</li> <li>◆ Senior Policy Advisor to FEMA for Hurricanes Katrina and Rita as an employee of a FEMA Public Assistance TAC contractor</li> <li>◆ Spearheaded FEMA’s efforts to improve the implementation of the activities of the Office of Cerro Grande Fire Claims, a \$600 million claims processing program created by Congress to reimburse victims of the Cerro Grande fire in 2000</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Juris Doctor, 1974, George Washington University</li> <li>◆ Bachelor of Arts, 1971, Duke University</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Emergency Management Consultant, 2007-2012**

- FEMA consultant on numerous Public Assistance, Individual Assistance, Mitigation, National Flood Insurance Program and Preparedness projects. Also consultant to State and local governments and nonprofit organizations on a variety of disaster-related and mitigation projects.

### **Director, Recovery Division, Innovative Emergency Management, Inc, 2006**

- Responsible for developing IEM's Department of Homeland Security and Federal Emergency Management Agency activities

### **Senior Policy Advisor and Individual Assistance Branch Director, FEMA/Department of Homeland Security, 2001-2005**

- Led FEMA's implementation of a new disaster assistance program for victims of disasters throughout the United States and its territories
- Led efforts to improve FEMA's relationship with other Federal agencies and non-governmental organizations that work with FEMA in the implementation of the disaster assistance program
- Spearheaded FEMA's efforts to improve the implementation of the activities of the Office of Cerro Grande Fire Claims, a \$600 million claims processing program created by Congress to reimburse victims of the Cerro Grande fire in 2000
- Chair of the Congressionally-created Emergency Food and Shelter (EFS) Program National Board, which provides funding to local organizations that assist homeless individuals and families
- At the request of the State Department, traveled to India in 2003 to provide assistance to that country's government relating to its development of a more robust disaster assistance program. Also worked with the State Department during the U.S. response to the December 2004 Asian Tsunami

### **Deputy General Counsel, Federal Emergency Management Agency, Office of General Counsel, 1997-2001**

- Managed FEMA's Office of General Counsel (OGC) and served periodically as the Acting General Counsel
- Ensured that OGC provided comprehensive legal services to FEMA's Director and throughout the Agency

### **Associate General Counsel, FEMA, 1989-1996**

- Led OGC's efforts to improve FEMA's implementation of the Federal government's disaster assistance, mitigation and preparedness programs
- Responsible for implementation of FEMA's legislative and regulatory activities
- Lead attorney in FEMA's successful efforts during the 1990s to clarify and expand FEMA's authorities and plans to prepare for more effective responses to disasters
- Lead role in FEMA's efforts to enact revisions to the Federal government's disaster relief and mitigation authorities

## **PRIOR PROFESSIONAL EXPERIENCE**



- Attorney-Advisor, FEMA, 1979-1988
- Attorney-advisor, Department of Housing and Urban Development, 1976-1979
- Attorney-Advisor, General Accounting, 1974-1976



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## CHARLES HOLMES, Subject Matter Expert

### SUMMARY OF EXPERTISE

Managing Partner of Holmes & Company, a New Jersey based CPA and Consulting firm specializing in auditing, accounting, consulting services to governmental, small business, and nonprofit entities. Prior to starting Holmes & Company, LLC in 2008, Charles was partner in charge of the Assurance Services Department at Milligan & Company, where he had been project manager on *FTA Financial Management Oversight (FMO) reviews from 1992 to 2008*. He also served as the Partner-in-Charge of the firm's engagement with the U.S. Department of Homeland Security, which involved reviews of cost allocated to illegal aliens detained by various prisons and detention facilities. Charles spent five years in the audit department of PricewaterhouseCoopers where he gained experience with manufacturing, construction, insurance, environmental remediation, health care, and mutual fund industries. Other Federal agency experience includes the Departments of Health and Human Services, Education, and Housing and Urban Development.

Certified Public Accountant with certificates in Pennsylvania and New Jersey.

### PROJECT EXPERIENCE

#### FEDERAL AGENCIES

##### ***U.S. DEPARTMENT OF TRANSPORTATION***

**Federal Transit Administration, Financial Management Oversight Program.** Project Manager for the firm's engagement to assess the financial management systems and related internal controls of transit agencies throughout the U.S., in accordance with the standards established by the "Common Rule" (49 CFR Part 18). Project Manager for 50 FMO's, including four of the largest transit properties in the country: New York City Transit, New Jersey Transit Corporation, Chicago Transit Authority and Massachusetts Bay Transportation Authority.

Served as an instructor on the Financial Management Oversight seminar and was instrumental in the various updates to the Financial Management Oversight Program manual. Finally, Charles participated on various special assignments with FTA's Lower Manhattan Recovery Office.

##### ***U.S. DEPARTMENT OF HOMELAND SECURITY***

Project Manager responsible for reviewing the proper allocation of costs related to illegal alien detained in prisons throughout the United States. The reviews were conducted in accordance with OMB Circular A-87.



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## **CHARLES HOLMES, Subject Matter Expert (Cont'd)**

### ***SOUTH CAROLINA DEPARTMENT OF TRANSPORTATION***

Annual Internal Control, Compliance Monitoring, and Reviews of Sub recipient Mass Transit Providers. Oversaw the reviews of various grantees that followed a process very similar to the FTA's Triennial Reviews. The following areas were addressed: Legal, Financial Management and Control, Procurement and Property Control, and Vehicle Maintenance.

### ***SEPTA (SOUTHEASTERN PENNSYLVANIA TRANSPORTATION AUTHORITY)***

Served as part of an audit team that was subcontractor to KPMG, who was the Prime Auditor on the audit of the financial statements. We also were responsible as for conducting the audit in accordance with OMB Circular A-133 and applied agreed upon procedures to the agency's National Transit Database report.

### ***New Orleans Regional Transit Authority***

Working as a subcontractor on providing assistance to management with the preparation of their Cost Allocation Plan in accordance with OMB Circular A-87.

## **EDUCATION**

BS in Business Administration - Drexel University  
Philadelphia, PA

## **PROFESSIONAL AFFILIATIONS**

American Institute of Certified Public Accountants  
Member of the Pennsylvania Institute of CPAs and the New Jersey Society of CPAs Serves on the Drexel University Accounting Advisory Board Board Member, Camden Board of Education Foundation Board Member, Nehemiah Project Community Development Corporation



◆ SUBJECT MATTER EXPERT

CAREER SUMMARY

RELEVANT HIGHLIGHTS

██████████ as a public sector management consultant helping public sector clients develop and implement strategies to achieve complex goals. ██████████ has significant experience in disaster housing policy, strategy, and operations. He developed a post-disaster housing plan for the San Francisco Bay Area, supported FEMA’s disaster housing operations following the 2004 Florida hurricanes, conducted evaluations of FEMA and HUD disaster housing operations, and led projects for FEMA to develop identify alternatives to traditional post-disaster housing solutions.

Over the past decade, ██████████ has contributed to each of the nation’s largest disaster response and recovery efforts. Following the World Trade Center attack, ██████████ helped develop and implement streamlined processes to speed the delivery of disaster assistance funds to the City of New York. He provided strategy and process improvement support to FEMA disaster housing operations following the 2004-2005 Florida hurricanes, which provided more than 15,000 direct housing units to displaced families. As Special Assistant to the FEMA Infrastructure Branch Chief, ██████████ helped stand up the Infrastructure Branch and initiate the Public Assistance program following Hurricane Katrina.

██████████ is currently an independent consultant, providing operational and strategic planning services to government, private and non-profit organizations. Most recently, he worked with AmeriCares to develop and execute a plan to pre-position critical emergency supplies with AmeriCares partners in vulnerable countries around the world. Prior to his work as an independent consultant, ██████████ served as Vice President at Hagerty Consulting. Here, he led the company’s portfolio of disaster response and recovery contracts.

██████████ has significant emergency planning experience. He was the lead planner for the development of the San Francisco Bay Area Urban Area Security Initiative Regional Emergency Coordination Plan, and contributed to the development of the interim housing plan for the San Francisco Bay Area.

Prior to joining Hagerty Consulting in 2008, ██████████ worked at URS Corporation, IBM, and PwC, where he led consulting engagements for a variety of clients, including HUD, ICE, the Chicago Housing Authority, and the State of California.

- ◆ 15 years of public sector management consulting experience
- ◆ Active in disaster response/recovery and emergency management since 9/11
- ◆ Led Hagerty’s Individual Assistance, Public Assistance, Hazard Mitigation, and Long-Term Recovery contracts
- ◆ Led the evaluation of the Disaster Housing Assistance Program following Hurricanes Katrina and Rita
- ◆ Prepared a post-disaster regional interim housing plan for the San Francisco Bay Area, and facilitated two (2) plan validation workshops
- ◆ Designed an emergency response plan for ten-county San Francisco Bay Area that included over 100 jurisdictions
- ◆ Provided strategy and process consulting services to a variety of public sector clients including HUD, DHS, the State of California, the Chicago Housing Authority
- ◆ Experience working with some of the country’s top consulting and engineering firms, including PwC, IBM, and URS Corporation.

EDUCATION

- ◆ Master of Public Administration, 1999, the Maxwell School, Syracuse University
- ◆ Bachelor of Arts (English/History), 1992, Williams College



## RELEVANT WORK EXPERIENCE

### **Independent Emergency Management Consultant, August 2011 to Present**

██████████ provides operational and strategic planning services to government, private and non-profit organizations. Most recently, he worked with AmeriCares to develop and execute a plan to pre-position critical emergency supplies with AmeriCares partners in vulnerable countries around the world.

### **Vice President, Emergency Management, Hagerty Consulting, April 2008 – August 2011**

As Vice President at Hagerty, ██████████ led Hagerty's emergency management practice. He provided management support for critical projects, identified the proper resources for deployment on client engagements, developed new business, and provided subject matter expertise on FEMA recovery programs.

██████████ projects included:

- Provided planning and facilitation services to the Bay Area Urban Area Security Initiative (Bay Area UASI), including development of the Regional Interim Housing Plan, support and guidance to Operational Area planners in the development of local plans, and design and facilitation of two (2) plan validation workshops to finalize the Regional Plan.
- Managing Hagerty's work on the Public Assistance Technical Assistance Contract and special projects for the FEMA Public Assistance program, including the Debris Cost Reasonableness Study and the FEMA Quality Assurance and Quality Control program.
- Directed Hagerty's portfolio of projects supporting FEMA's Individual Assistance program, including the Joint Housing Solutions Group project, the Disaster After-Action Reporting and Technical Services project, and the FEMA Individual Assistance Technical Assistance Contract.
- Served as a key team member on the Disaster Assistance Directorate Contingency Planning Project. On this project, ██████████ helps develop workarounds for FEMA to implement its recovery programs following a Chemical, Biological, Radiological, Nuclear, or Cyber event.

### **Independent Consultant, Hagerty Consulting, April 2007- March 2008**

- Managed the FEMA Gulf Coast Recovery Office (GCRO) Housing Action Plan support project. The project was aimed to improve the effectiveness of FEMA's efforts to transition Katrina and Rita victims out of direct housing (travel trailers) and into more permanent housing options. ██████████ led a 15-person project team that includes subject matter experts, consultants, and analysts. ██████████ coordinated with the Director of the Gulf Coast Recovery Office and the Directors of the Transitional Recovery Offices in LA, MS, TX, and AL to assess current operations and develop and implement recommendations for improvement. The project team completed assessments of operations in four TROs and developed recommendations for all four states and the GCRO coordinating office that were presented to GRCO leadership.
- Conducted an assessment of HUD's post-Katrina disaster housing voucher programs. Conducted interviews with officials from HUD, FEMA, and four public housing authorities to identify implementation issues and lessons learned. Provided recommendations to improve the design and delivery of disaster housing programs in future events.
- Developed training for the City of Philadelphia on the FEMA Public Assistance program. The focus of the two-day training was to prepare budget, finance, and procurement staff to request and obtain funding efficiently after a disaster.

### **Senior Analyst, URS, November 2005 – March 2007**



As a Senior Analyst in URS' Emergency Planning group, [REDACTED] led teams, facilitated meetings with clients, and conducted complex analysis and planning. He also led the proposal effort to win a \$600,000 emergency planning project in the Bay Area. Project work included:

- Worked with the Bay Area Chemical Biological, Radiological, Nuclear, and Explosives (CBRNE) Working Group to develop credible CBRNE scenarios and, based on these scenarios, establish benchmarks for law enforcement, fire and rescue, EMS, and public works response to CBRNE events. These benchmarks will be instrumental in developing a gap analysis and strategic plan to improve CBRNE response capability in the Bay Area.
- Served as lead planner for the development of the Bay Area Regional Emergency Coordination Plan, which provides a blueprint for inter-agency and inter-jurisdictional coordination in response to an emergency event in the Bay Area. Assessed existing plans, requirements and guidelines; identified gaps; and facilitated stakeholder meetings to resolve policy and process issues.
- Worked with the emergency management leads of cities and counties in the Bay Area to develop a strategic spending plan for Homeland Security grant funds. Facilitated stakeholder meetings, developed framework for prioritizing needs, estimated costs of initiatives, and helped develop an overall strategy for maximizing UASI funding. The effort resulted in \$28 million in UASI grants for the San Francisco Bay Area.
- Reviewed and developed draft responses to appeals of FEMA Public Assistance grant determinations. Interpreted the Stafford Act, 44 Code of Federal Regulations, and FEMA policy guidance to recommend if FEMA Region IX should approve or deny appeals made by applicants for FEMA Public Assistance funding.

**Senior Consultant, IBM Business Consulting Services (formerly PwC Consulting) 2000-2005**

As a senior consultant with IBM, [REDACTED] served as a team leader, project manager, and analyst on projects for public sector clients. He also led recruitment efforts for the Financial Operations Division and evaluated a number of junior staff.

- As Special Assistant to the Infrastructure Branch Chief after Hurricanes Katrina and Rita, coordinated special projects and helped the Branch Chief establish response/recovery operations. Developed a Joint Field Office staffing plan, responded to Congressional inquiries, and served as interim Chief of Staff for the Infrastructure Branch.
- Worked with the FEMA Federal Recovery Officer to expedite the delivery of housing assistance to victims of Hurricanes Charley, Frances, Ivan, and Jeanne. Led a team that developed a web-enabled database to track all phases of direct housing delivery.
- Conducted an organizational assessment of the Federal Air Marshal Service (FAMS). Assessed the FAMS on a number of dimensions, including organizational structure, human resources, training, operations, and financial management. Addressed issues associated with integration of the FAMS into another federal agency.
- Provided change management and other consulting services to help U.S. Immigration and Customs Enforcement (ICE) stand-up operations after the establishment of DHS. Specific projects included developing a strategic plan for the ICE Office of Policy and assessing the costs and benefits of taking on management of a background-check program.
- Served as a Public Assistance Coordinator and Project Specialist on multiple disasters, including the World Trade Center and California winter storms.
- Conducted performance and compliance reviews of Public Housing Authorities for the HUD Office of Policy, Programs, and Legislative Initiatives.



### **PRIOR PROFESSIONAL EXPERIENCE**

- Research Associate, Center for Policy Research, Syracuse University, 1999
- Legislative Assistant, State Senator Vincent Gentile, 1997-1998
- Volunteer Coordinator/Data Analyst, New York State Democratic Committee, 1996
- Teacher, Bristol Schools Group, 1995
- Teacher, Princeton Day School, 1992-1994

◆ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ has two years of experience working directly on behalf of FEMA's Public Assistance Program, and over 34 years total experience in project management, financial management, and disaster mitigation and recovery.</p> <p>██████████ has been involved in emergency management and disaster recovery operations since Hurricane Fran in 1996. He has served as a Project Officer (PO) in the multiple 2004 Florida hurricanes, in the flooding and mudslide disaster in northern California in 2006, and, in 2006 and 2007, in the Katrina-LA recovery operation. In 2007, ██████████ served as a PO for the floods in New Jersey and then went to California where he worked on wildfires until the spring of 2008. In the summer of 2008, he was deployed after the Illinois floods and served as a PAC for southwest IL. ██████████ has prepared Project Worksheets for all Categories of work, with a particular focus on Cat B, C, and E. On several of his projects he has created unique databases to compile, evaluate and verify documentation for PWs.</p> <p>Prior to joining Hagerty, ██████████ worked on several FEMA projects, including preparing cost estimates and field oversight work on the largest FEMA elevation mitigation project valued at \$12M and including 279 residences. In his work from 1996 - 2004 as a consultant to applicants and contractors, he prepared damage estimates, PWs, HMGP and administered debris contracts. He also worked with the North Carolina Department of Transportation to review paperwork and organize historical information in anticipation of FEMA IG inspections. From 1972 – 1996, he served as a general and environmental construction supervisor and project manager.</p>	<ul style="list-style-type: none"> <li>◆ Developed Citizen Inquiry tracking system for debris operations in Chesapeake, VA and San Bernardino, CA</li> <li>◆ Converted 600,000 NCDOT mainframe computer records to a format that allowed flexibility for compiling and presenting cost data</li> <li>◆ Developed estimating program to quickly assign costs to mitigation projects considered for elevation</li> <li>◆ Prepared \$6M estimate and documentation for Belhaven, NC school mitigation project</li> <li>◆ Developed an invoice and change order tracking system for elevation projects that was adopted by North Carolina DEM</li> </ul>
EDUCATION	◆ Bachelor of Science in Business Administration, 1972, East Carolina University



## RELEVANT WORK EXPERIENCE

### **FEMA Project Officer, Hagerty Consulting, 2004-Present**

- Served as a PAC in Illinois to support the recovery operation from severe storms and flooding in that region
- Served as a FEMA Public Assistance Project Officer dealing with Native American Tribes after the flooding and mudslides in northern California
- Attended kickoff meetings with applicants, surveyed damage and prepared Project Worksheets for facilities including flooded tribal ceremonial areas, damaged wildlife management survey facilities and parks. The main emphasis of the work with the tribes was the restoration of tribal roads in the southern range of the Cascade Mountains that were washed out or damaged by landslides
- Assigned to Sonoma County, CA where most of his efforts were directed toward preparing PWs for the Sonoma County Parks system
- Developed a system that allowed non-contiguous trail segments with differing sizes and surfaces to be accurately and effectively compiled to help simplify and clarify costs presented on the PW
- Served as a FEMA Public Assistance Project Officer in Florida for the multiple hurricanes of the 2004 season where the applicants he served included the City of Apopka and Orange County
- Wrote PWs for debris, emergency protective measures, roads, buildings and park facilities
- Prepared a \$500,000 estimate for repairs to the Orange County Recycling Facility and a number of PWs totaling approximately \$600,000 for repairs to the buildings making up the Orange County Correction Facility

### **Project Manager, PBS&J, September, 1996-2004**

- Performed many disaster related functions
- Developed procedures to identify and recover financial and operational information necessary to obtain reimbursement for North Carolina DOT disaster related losses. This involved analyzing payroll documents, overtime calculations, equipment usage and rate determination, inventory management and material purchases to insure that all eligible costs are recovered
- Developed a database program to convert 600,000 records from the mainframe NCDOT computer to a format that would allow flexibility in presenting cost information
- These records were reviewed by the FEMA Inspector General's office and had less than a 1% discrepancy rate
- It is estimated that this resulted in recovery of an additional \$12M of eligible costs
- Involved in the largest FEMA elevation mitigation project, in Belhaven, NC, consisting of 379 residences and a cost of \$12M
- Performed the initial structural feasibility surveys, assisted in the preparation of the specifications and bid documents and provided field oversight for the initial phase of the project
- As part of the development of the project, [REDACTED] created an estimating program to quickly assign costs to the individual houses considered for elevation. Because of the concealed nature of the much of damage to the structures, [REDACTED] developed an invoice and change order tracking system that was adopted for use by the NC Division of Emergency Management. [REDACTED] prepared estimates and



documentation for a \$6M school hazard mitigation project, including structural analysis, air quality sampling, relocation alternatives, and structural demolition

- Provided field supervision and developed a database to track fugitive sand recovery and screening and dune replacement for Dare County, NC
- Provided oversight for vegetative debris reduction and closure of TDSR facilities for the City of Chesapeake, VA
- Developed a Citizen Inquiry tracking system for storm debris removal in Chesapeake, VA and fire damage debris in San Bernardino County, CA
- Participated in the creation of a debris removal tracking program that allowed for daily reconciliation of debris quantities using multiple copies of load tickets and reports from field debris monitors

◆ SUBJECT MATTER EXPERT

CAREER SUMMARY

RELEVANT HIGHLIGHTS

██████████ has more than 16 years' professional experience effectively managing highly complex federal disaster programs. She is skilled in program management, strategic planning, facilitation, performance improvement, and innovative policy development, all in the context of highly visible emergency management projects. Throughout her FEMA career, ██████████ was repeatedly sought after to facilitate discussions that involved a multitude of stakeholders for the purposes of developing creative and effective outcomes to complex issues.

██████████ served as the Project Executive and lead facilitator and moderator of a series of tabletop exercises (TTXs) for the City of Philadelphia. For these exercises, ██████████ facilitated planning conferences, developed situation manuals, served as the moderator for each exercise, and led the development of After Action Reports which included the identification of corrective actions needed to improve the City's emergency response capabilities. ██████████ was responsible for ensuring that each exercise effectively tested the City's emergency response plans and was compliant with NIMS and HSEEP.

██████████ also led a Hagerty engagement to assess FEMA's post-disaster housing operations on the Gulf Coast, and to devise recommendations to speed the transition of families from interim housing to more permanent housing solutions. ██████████ led teams of consultants that conducted reviews of FEMA operations in AL, LA, MS, and TX, and presented the teams' findings and recommendations to the Assistant Administrator for Gulf Coast Recovery.

Following 9/11, the Federal Recovery Officer (FRO) charged ██████████ with the development of a policy approach that would allow FEMA to play a significant role in funding the redevelopment of the lower Manhattan transportation system. ██████████' work resulted in a Congressionally-approved white paper that allowed the transfer of \$2 billion in FEMA funds to the FTA for redevelopment efforts ██████████. ██████████ also designed and oversaw the implementation of an expedited close-out process for \$7.4 billion in grants issued in the recovery process. Within one month, she successfully oversaw the process mapping, the development of standard operating procedures, training materials, and forms; and the training and orientation of both FEMA staff and applicants on the close-out program.

As a result of her work on various operations, ██████████ received the FEMA Director's Award for Individuals, presented to those who have demonstrated extraordinary and innovative performance in support of the Agency's Strategic Plan.

- ◆ Project Executive and lead facilitator for a series of emergency response exercises for the City of Philadelphia
- ◆ Project Executive on the FEMA New Madrid Seismic Zone Catastrophic Planning project
- ◆ Led the design and implementation of innovative processes to successfully close-out the \$7.4 Billion disaster recovery operation following the World Trade Disaster
- ◆ Developed unique policy allowing or \$2 Billion transfer in FEMA funds to the FTA for redevelopment of the lower Manhattan transportation system
- ◆ FCO experience in the Northridge Earthquake recovery operation
- ◆ Highly skilled and demonstrated success at large scale project management; strategic planning; organizational and process assessments and reengineering reviews; and facilitation
- ◆ Recipient of FEMA Director's Award for Individuals





## RELEVANT WORK EXPERIENCE

**Independent Consultant, Hagerty Consulting, Inc., 2010 – Present**

**Vice President and Project Executive, Hagerty Consulting, Inc., 2005 – 2010**

- ██████z served as a Vice President at Hagerty Consulting, where she served as Project Executive on many of Hagerty's most critical projects and managed key aspects of Hagerty's internal operations.
- 2009 – 2010, Project Executive, FEMA's New Madrid Seismic Zone Catastrophic Disaster Readiness Planning and Technical Assistance Project. The goal of the work has been to help FEMA and its stakeholders implement an effective, integrated planning system that coordinates local, State, and Federal plans and provides a blueprint for a flexible, integrated response to catastrophic events.
- 2009 – 2010, Project Executive, City of Philadelphia Office of Emergency Management Exercises. Lead planning, development and delivery of a series of progressive exercises for the City of Philadelphia OEM. The exercises aimed to test the City's mass casualty, mass care and sheltering, evacuation, and incident management emergency operations plans. A primary focus of the exercises was to help the Philadelphia OEM forge improved operational relationships across multiple public and private stakeholders. For this project, Hagerty successfully delivered two workshops, two TTXs, and a functional exercise, with each exercise building on lessons learned from the preceding exercises. All are designed and delivered in compliance with HSEEP guidelines
- 2008, Project Executive, City of Philadelphia Office of Emergency Management Exercises. ██████ lead in the planning, development and delivery of three TTXs focused on the City's then newly developed mass evacuation plans. For these exercises, ██████ facilitated planning conferences, developed situation manuals, served as the moderator for each exercise, and led the development of After Action Reports which included the identification of corrective actions needed to improve the City's emergency response capabilities. ██████ was responsible for ensuring that each exercise effectively tested the City's emergency evacuation plans and was compliant with NIMS and HSEEP.
- 2007 – 2008, Project Executive, FEMA's Gulf Coast Recovery Office Housing Action Plan Support Contract. Served as the Project Executive on Hagerty's contract with FEMA to assess, reengineer, and streamline the GCRO's HAP processes. The purpose of this effort was to streamline the transitioning of the 40,000+ applicants in Gulf Coast states residing at that time in travel trailers and mobile homes. ██████ coordinated three teams of Hagerty professionals placed in FEMA's Transitional Recovery Offices (TROs) in Louisiana, Mississippi, Texas and Alabama. These teams analyzed information gathered from the TRO's housing activities to develop a set of detailed recommendations for the GCRO executive team. The analysis included conducting interviews with managers and staff from all departments involved in the direct housing mission, participating in shadowing activities with staff to gain understanding of how staff interacted with applicants and other Federal agencies, creating process maps to chart the functions of different departments, and conducting a comprehensive review and analysis of data management and reporting systems used by FEMA's housing operations to determine ease of use and applicability to direct housing operations.
- 2006, Project Manager & Lead Facilitator, Middle Rio Grande Endangered Species Act Collaborative Program, US Department of Interior Bureau of Reclamation, Albuquerque, NM
- In June 2007, the Federal and non-Federal signatories to the Middle Rio Grande Endangered Species Act Collaborative Program (MRG CP) found themselves at cross-purposes regarding critical MRG CP issues such as the core purpose of the MRG CP and how budget, organizational and process issues were being addressed. The U.S. Bureau of Reclamation, the primary sponsor of the MRG CP, solicited contractor support to facilitate a 2-day July 2007 retreat with MRG CP representatives aimed at addressing and reaching consensus on as many of the issues as possible. Ms. Lopez had just one month to coordinate and



complete all tasks associated with the execution of the project. These tasks included reading all background materials provided by the Government; developing a draft agenda, including retreat purpose, ground rules and group processes/decision making tools and time frames to be used during the retreat; obtaining and integrating feedback from the Program Manager and Executive Committee co-chairs prior to the retreat; during the 2-day retreat, facilitating group communications, maintaining focus on objectives and agenda, enforcing ground rules, improving relationships, and enhancing the decision-making process; following the retreat, providing a document summarizing the consensus decisions and common understandings reached during the retreat. The project was completed on schedule and within the specified budget.

- 2005 – 2007, Hurricane Katrina and Rita Hagerty Recovery Staff Oversight. Oversaw the day-to-day operation of 40+ Hagerty consultants working within FEMA's Public Assistance and Individual Assistance recovery operations in Louisiana, Mississippi and Texas for Hurricanes Katrina and Rita. She was responsible for ensuring outstanding delivery of services to FEMA and applicants, served as a sounding board for questions regarding FEMA policies and funding eligibility, met with FEMA executives to respond to requests for staff for special projects and provided feedback to Hagerty consultants seeking to present unique policy ideas to FEMA management.
- 2005 – 2006, Advisor, PricewaterhouseCooper's Louisiana Recovery Authority Public Health & Healthcare Subcommittee, New Orleans, LA. On behalf of Hagerty, [REDACTED] worked with PWC and the Louisiana Recovery Authority's Public Health and Healthcare Subcommittee to provide strategic advice on the State of Louisiana's pursuit of FEMA funds and legislative relief for work needed to restore Louisiana's damaged health care facilities.

#### **Consultant, Senior Policy Advisor and Senior Project Manager, Fluor Corporation, 2000-2005**

- Oversaw a series of complex, high-dollar and high-visibility project.
- 2003 California Wildfires, San Diego County and 2005 California Winter Storms, Santa Barbara and Ventura Counties. Served as FEMA official in San Diego County and Santa Barbara and Ventura Counties, respectively, in the aftermath of wildfires and winter storms that impacted hundreds of thousands of individuals and extensive public areas. In both instances, responsible for establishing and implementing strategic and organizational plans to address the policy, staffing and community issues brought about by the disasters.
- 2001 – 2003, Senior Policy Advisor, 9/11 World Trade Center Attacks, New York, NY. Deployed by FEMA to the WTC recovery operation to serve as lead representative to several critical New York City agencies. In 2002, was asked by the Federal Recovery Officer (FRO) to design innovative criteria and uses for funds designated for emergency transportation projects. These successful multi-agency projects represented over \$2B of the \$8.5B allocated to FEMA in response to the WTC event. In 2003, was asked by the FRO to return to New York to lead the development of an expedited closeout strategy for the over 1,500 grants written by FEMA. With a team of 40+ staff members implementing the strategy and working successfully with various City, State and private non-profit organizations, FEMA awarded and programmatically closed out all grants within two years of the WTC event, which compares favorably for much longer close out timelines for most large scale disaster recovery operations.
- 2000 – 2001, Acting Deputy Director, Cerro Grande Fires, Los Alamos, NM. Responsible for initiating the policies, fiscal oversight, community relations operations, staffing and operational structures necessary to fulfill the requirements of the Cerro Grande Fire Assistance Act. This special legislation appropriated \$450 Million to assist those communities and individuals impacted by the 2000 fires in Los Alamos, NM.

#### **Federal Emergency Management Agency, 1995 – 2000**

- 1999 – 2000, Director, Earthquake Policy Review Team, Pasadena, CA. Following her FCO work for the Northridge Earthquake, [REDACTED] was tasked by the former FEMA Director to direct a special project



analyzing the unique set of complex response and recovery challenges presented by catastrophic earthquakes to recommend revised Federal policies that could be used in the aftermath of a next declared earthquake in California.

- 1998 – 1999, Federal Coordinating Officer, Northridge Earthquake, Pasadena, CA. In 1998 [REDACTED] was appointed by the former Director of FEMA as the Federal Coordinating Officer for the Northridge DFO to formulate an aggressive closedown strategy for a \$6+ billion disaster field operation. She effectively established the policies, downsized and reorganized the staff structure, and led complicated negotiations that allowed for the rapid resolution of issues with applicants on over \$800 million of outstanding Public Assistance projects. As a result of her achievements, the then Director of FEMA awarded her in 2000 with the Director's Award for Individual Achievement within the Response and Recovery Directorate.
- 1995 – 1998, Director, Intergovernmental Outreach, Northridge Earthquake, Pasadena, CA. [REDACTED] was initially brought into FEMA's Northridge Disaster Field Office to design a congressional and intergovernmental outreach program for an operation with highly visible and controversial issues. She designed an staffing and operational structure that is now still used in disaster field offices throughout the country. She is also crediting with successfully serving as the liaison between the former Director of FEMA and elected officials in California.

**Consultant, Project Director, Highland Consulting, 2004**

- Through Highlands Consulting, [REDACTED] worked as a consultant to the California Military Department, serving as the Project Director overseeing the design and implementation of a series of tabletop exercises conducted with four state agencies and four California counties. All exercises were required to be designed around scenarios based on weapons of mass destruction. The purpose of the project was to identify areas of weaknesses in the entities' continuity of government and continuity of business plans, and present reports identifying methods by which the plans could be improved. The agencies and counties included the California Highway Patrol, the California Department of Social Services, the California Emergency Medical Services Authority, and Butte, Shasta and Yolo counties.

ROBERT MAXMAN ◆ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>Robert Maxman currently serves as President of R.J. Maxman &amp; Associates, a management consulting, business coaching and executive recruiting practice focused on architects, engineers and professional service firms.</p> <p>Prior to R.J. Maxman &amp; Associates, he served as Deputy Director, Management Services for AECOM in Libya where he led the Quality Assurance/Quality Control and Knowledge Training and Transfer efforts and staffing monitoring for a \$50 billion housing and infrastructure program.</p> <p>He has over 35 years of experience in the engineering field, including organizational development, human relations management, operations, program/project management, engineering design management, project performance, best practices, construction management/inspection/supervision procedures, development and implementation of strategic and operating plans.</p>	<ul style="list-style-type: none"> <li>◆ Adjunct Professor, Department of Engineering, University of Florida</li> <li>◆ Advisory Board, Masters of Project Management Program, Northwestern University</li> <li>◆ Visiting Professor in Leadership and Marketing, Graduate Program, Department of Building Construction Management, Purdue University</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ Executive Development Program, Kellogg School of Management, Northwestern University</li> <li>◆ Master of Science – Civil Engineering, Purdue University, West Lafayette, IN</li> <li>◆ Bachelor of Science – Civil Engineering, New Jersey Institute of Technology, Newark, NJ</li> </ul>



## RELEVANT WORK EXPERIENCE

### **President, R.J. Maxman & Associates., 2011-Present**

- Serves as management consultant, business coach executive search consultant for architects, engineers and professional service organizations.
- Trains professionals in Leadership, Operations Management, Project Management and Organization.

### **Deputy Director, Management Services, AECOM, 2010-2011**

- Successfully established program governance policies, procedures and protocols to manage more than 300 current and 600 potential participants for this \$50 Billion housing and infrastructure program.
- Assembled and managed a team of knowledgeable Arabic speakers familiar with Libyan business practices and client needs to communicate with key client and stakeholder entities.
- Effectively established and managed the training staff and knowledge transfer function to efficiently use the planned multi-million dollar budget for training Libyan staff.
- Developed and managed staff expansion monitoring and reporting processes.

### **Senior Vice President, Organizational Effectiveness, CSA Group, 2008-2010**

- Successfully turned-around program management team performance to obtain a successful performance rating for engineering design and construction inspection within six months on a \$240 Million infrastructure program.
- Led the integration team to incorporate the operation of a newly acquired firm including all aspects of HR, marketing and operations. Improved operational and financial performance, and also reduced overhead costs.

### **Deputy COO/Southern Region Manager, Wade Trim Group, 2006-2008**

- In a two year period, expanded the operation from one office with 35 people to six offices with 100 people through organic growth (hiring / retention) and an acquisition for Wade Trim's southern region.
- Successfully led the planning, design and construction management teams for roadway, water and wastewater projects.

### **Chief Operating Officer, Wilcox Associates, Inc., 2004-2006**

- Led the integration of a recently acquired 100-person firm into the existing 150-person operation. Improved operating margins and reduced overhead expenses dramatically. Established and managed staff development and retention programs.
- Managed survey, drilling, design and construction inspection teams for traffic and roadway projects throughout Michigan.

### **Principal, Century Consulting, Inc., 1997-2004**

- Provided successful strategic and operational planning services to professional services, manufactures rep, construction and manufacturing firms.
- Developed and delivered leadership and management training to more than 1,000 engineering and science professionals.
- Developed and trained engineers in best practices throughout the US.



- Served as Adjunct Professor for the University of Florida to teach law, safety and ethics to engineers.

### **SPECIALIZED TRAINING**

Comprehensive professional skills & experience, including:

- Strategic Planning, Execution & Leadership
- Designing & Building Infrastructure Projects
- Leading Global Organizations & Project Teams
- Planning & Coordinating Mergers & Acquisitions
- Implementing Quality Assurance Programs
- Human resource management / staff retention
- Stakeholder Engagement / Presentations
- Developing and implementing professional development programs
- Designing & Delivering Training Programs
- Negotiating Complex Contracts & Transactions
- Building Strategic Alliances & Partnerships
- Improving Processes, Procedures & Productivity
- Managing Start-Up & Turnaround Situations
- Controlling Costs & Implementing best practices
- Mentoring and Coaching
- Establishing and implementing staff retention and expansion programs

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**██████████, Subject Matter Expert**

**SUMMARY OF EXPERTISE**

Certified Public Accountant with 19 years of diversified experience, including 15 years in public accounting. Experience includes non-profit and government financial and compliance auditing as well as consulting, primarily in the transportation industry, performing internal control reviews, and other special procedures to assist clients with compliance-related matters.

**PROJECT EXPERIENCE**

***U.S. DEPARTMENT OF  
TRANSPORTATION – FEDERAL  
TRANSIT ADMINISTRATION (FTA)***

██████████ was Site Manager for reviews of procurement transactions performed in accordance with the Common Grant Rule. She reviewed several of the top 30 transit agencies in the country and evaluated the following system-wide elements of grantees' procurement systems for compliance with applicable laws and regulations: written standards of conduct; contract administration; written protest procedures; prequalification system; procedures for ensuring the most efficient and economic purchase; and procurement policies and procedures. She conducted compliance reviews on contracts for compliance with 50 elements, including advertising, selection criteria, sole source justification, inspections requirements, required contract clauses, cost/price analysis and other procedures performed to ensure fair and open competition. ██████████ also provided recommendations to grantees for improving the Procurement Process, the Procurement Manual, and documenting the significant history of procurement transactions. She also performed reviews in accordance with regulations set forth in the American Recovery and Reinvestment Act of 2009 (ARRA). Lastly, ██████████ saved the federal government over \$11 million in a single transaction reviewed for compliance with applicable regulations.

**EDUCATION**

BS in Accounting - Pennsylvania State University  
College of Business Administration  
State College, PA

**Confidential Information**

## **Subject Matter Expert**

### **KEY SKILLS**

**20+ Years Program Management Expertise**

**20+ Years Business Development Experience**

**Business Process Design, Measurement & Management**

**Operations Management & Best Practices**

**Strategic Sourcing & Vendor Management**

**Confidential Information**

### **EXPERIENCE**

#### **Solix, Inc.**

##### **General Manager – Program Management**

Lead the Solix Program Management Organization through the launch of strategic client programs for Solix. Oversee all activities related to the acquisition of new business ventures. Specific responsibilities include:

- Ensure program success by coordinating all aspects of a client's program with Solix internal organizations, including operations, information technology, customer service, and business intelligence
- Responsible for end to end workflow, project coordination and driving process efficiencies across initiatives and across all Solix departments
- Serve as proxy for the customer with Solix to deliver meaningful insights and influence project outcomes
- Verify the viability of new business ventures with due diligence strategic planning and financial modeling
- Guide executive decision making regarding new business ventures

#### **Independent**

##### **Management Consultant**

- Oversaw the replacement of the financial systems utilized by Solix's finance organization
- Responsible for all program management elements
- Lead a team through the RFP process, negotiation, contract establishment, design, blueprint, testing, conference room pilot, training, implementation and post-production support
- Implemented the system successfully in fewer than 6 months while remaining under budget and managing corporate risk
- Led the development of requirements for a new service offering by Pershing LLC that was a first in its industry

### **RELEVANT EXPERIENCE**

- Vice President, Major Accounts and Alliance Management – Technology Solutions Company
- Vice President, Federal Sector – Technology Solutions Company
- Vice President, Commerce One Practice Area Lead – Technology Solutions Company
- Director, Business Process Management and Results – Verizon/Bell Atlantic Long Distance
- Director, Strategic Sourcing – NYNEX Long Distance

### **EDUCATION**

- BA Economics and Business Administration from the University of Pittsburgh, Katz School of Business



◆ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a Certified Public Accountant dedicated to financial leadership, oversight and management. ██████████ has over twenty-five years of experience in finance and accounting management. She has provided direct financial management and company development to for-profit and not-for-profit enterprises. These enterprises partnered with local, state, and federal governments, as well as working with corporations. ██████████'s services have included grant preparation assistance, grant management and oversight, supervision of state and federal compliance issues, aiding in state and federal project bidding along with accounting oversight, tracking projects, participating in financial audits, analyzing and maintaining financial records, short term and long-term financial planning, cost-benefit analyses, and financial reporting.</p> <p>██████████ functions seamlessly in multiple finance-related roles, including crisis management, strategy creation, turnaround management and revenue generation. She has the innate skill of defining and delivering metrics that foster accountability at individual and corporate levels ██████████ has an intrinsic ability to be flooded with information, sift through it, experiment, and quickly determine a successful solution. With each project, she consistently delivers mission-critical results on time.</p> <p>██████████ thrives on a challenge and looks for new challenges in finance. ██████████ gets her energy from creating a strategy, setting it to motion, and enjoying the success. She has the drive for excellence in everything she does and uses her skills in finance and technology as well as her disciplined yet flexible work style. ██████████ creates and supports the highest levels of success for each of her endeavors. She is a self-reliant, hard-working consultant, applying her morals and values in all that she undertakes.</p> <p>██████████'s enthusiasm for and knowledge of the profession of accounting led her to become involved in several professional organizations including American Institute of Certified Public Accountants and North Carolina Association of Certified Public Accountants. ██████████ continuously educates herself with Continuing Professional Education requirements annually.</p>	<ul style="list-style-type: none"> <li>◆ Certified Public Accountant</li> <li>◆ Spearheaded financial turnaround in less than one year</li> <li>◆ Management of Federal bids, administration and related collection</li> <li>◆ Financial responsibility for Title III grant management and record keeping</li> <li>◆ Financial responsibility for Title IV federal education funds</li> <li>◆ Instrumental in successful startup of federal lamp distribution warehouse east coast</li> <li>◆ Set up accounting system for federal West Coast military distribution warehouse</li> <li>◆ Authored and executed industry business plans</li> <li>◆ Created and implemented accountability policies and procedures.</li> <li>◆ Member of AICPA and NCACPA</li> </ul>
<b>EDUCATION</b>	◆ Bachelor of Applied Science in Accounting, 1985, Guilford College



## RELEVANT WORK EXPERIENCE

### **Independent Consultant, Hagerty Consulting, Inc., July 2006 – Present**

- Provides management consulting and emergency management services to Hagerty Consulting's clients. These services are in the areas of preparedness, recovery, and consequence management. Her recent client accomplishments include:
- Served for one year as a Public Assistance Coordinator (PAC) in FEMA's Public Assistance (PA) Program in the aftermath of the 2008 Texas Hurricane Ike. Engagement involved validating and auditing cost documentation. The \$127.4 million project was a politically sensitive project with a voluminous amount data
- Served for seven months in Florida as a PAC in FEMA's PA Program in the aftermath of Hurricane Ike, Hurricane Gustav and Tropical Storm Fay. Work locations included Pensacola, Port St. Lucie and Key West
- Identified and assisted applicants in obtaining Community Disaster Loans (CDL) in Kansas as a result of the 2007 tornados. This involved financial statement analysis, the evaluation of prior and future budget projections and the assistance of loan package preparation
- Served as Project Officer in FEMA's PA Program in the aftermath of the December 2006 Snowstorms in Colorado. Responsible for compiling and performing financial reviews of disaster-related documentation for the purpose of developing eligible PA grants in the context of the Stafford Act and other governing regulations. Analyzed and made recommendations on over \$3 million of emergency-work claims from various municipalities
- Worked with FEMA CDL management co-wrote guidelines for the CDL Program as required by Title 44 of the Code of Federal Regulations, loan administration. Forms, spreadsheet models and standardized memos were written for use in administering the guidelines. Reports were created to aid in monitoring applicant requirements and manage the project. Instrumental in the implementation of the guidelines including preparing the formal training presentation, arranging for the facilities, preparing all handouts, contacting applicants, and delivering multiple training presentations held in the states of Louisiana and Mississippi
- Acting as the Team Lead in Louisiana for the 2006 CDL application process [REDACTED] led the Louisiana CDL staff in analyzing financial data for approximately 32 applicants. Memos to file were written for both qualifying and non-qualifying applicants documenting the methodology and assumptions used for the calculations performed. 12 qualifying loan applications were prepared; including all FEMA required forms, memos, and backup documentation. Projects resulted in loan funding in excess of \$260M to Louisiana applicants

### **VP for Financial Affairs, Pfeiffer University, 2003 – 2006**

- Earned the promotion from Controller to VP for Financial Affairs in less than 8 months at Pfeiffer University by immediately learning everything possible about the organization, determining the needed strategies and establishing clear communication with the President and the Board of Trustees
- Supervised all federal and state compliance issues, accounts payable, payroll, budgeting, various investments, tracking for construction projects, grant management, financial audits; budget development, monitoring budget expenditures, record keeping practices, and accounting controls over assets, liabilities and changes in fund balances
- Spearheaded the effort to review receivables and reduce balances, heightening cash flow by creating policies and procedures to ensure accurate billing and collection of accounts. Ms. Moore streamlined and standardized entire budgeting and planning operation to carefully control the \$25 million Budget by controlling spending, implementing accounting and control systems and enforcing adherence to the policies
- Was able to pay Line of Credit used for over a year and decrease debt by effectively managing financial



reporting and controllership functions. [REDACTED] overcame the bank's skepticism regarding doing business with the college by establishing processes and policies that built and created "Pfeiffer's best year in 20 years"

**Director of Finance, Industries of the Blind, INC, 1995-2003**

- Responsibilities included IT, GL, AP, Payroll, Inventory Control, AR and the administration of Federal Contracts (95% of the revenues)

**Accountant, Lorillard Tobacco and Assistant Controller, Boren Brick, 1988-1993**

- Coordinated and prepared cost and financial statements for multiple locations
- Analyzed variances between actual cost and standard cost. She oversaw and supervised accounting

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**[REDACTED], Subject Matter Expert**

**SUMMARY OF EXPERTISE**

Partner of Holmes & Company, LLC with 30 years of public accounting experience. Serves as the Quality Control partner on the contract with the Federal Transit Administration's Financial Management Oversight Program, which involves full scope reviews of the financial management systems of transit authorities located throughout the United States. In-charge of the nonprofit and governmental divisions (A-133 and Yellow Book) as well as the Assurance practice for privately owned entities. Other Federal agency experience includes: Department of Housing and Urban Development, Department of Agriculture, Department of Health and Human Services, Education and Housing. Industry experience includes: manufacturing, high tech, finance, diet food distribution, construction and retail industries.

Certified Public Accountant with certificates in New Jersey, New York, Maryland and Kansas.

**PROJECT EXPERIENCE  
FEDERAL AGENCIES**

***U.S. DEPARTMENT OF  
TRANSPORTATION***

Federal Transit Administration Financial Management Oversight Project (FMO). Involved with the program since its inception in 1991 as a Project Manager to assess and report on the effectiveness of the financial management systems and the related internal controls of transit agencies throughout the U.S. in accordance with the standards established by the "Common Rule" (49 CFR Part 18). Conducted Agreed-Upon Procedures (special assignments) reports for the Federal Transit Administration regarding the Chicago Transit Authority and the Honolulu Public Transit Authority. One of the original creators of the FMO Audit Program Guide and developed and presented FMO training programs in Cleveland and Washington, DC.

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**[REDACTED], Subject Matter Expert (Cont'd)**

***U.S. NATIONAL SCIENCE  
FOUNDATION***

Performed close-out contract audits for various NSF education and research grants given to various colleges and universities, in accordance with Generally Accepted Government Auditing Standards.

***FINANCIAL AND COMPLIANCE  
AUDITS  
NON-PROFIT ENTITIES***

Currently directs financial and compliance audits performed under Generally Accepted Government Auditing Standards (GAGAS), Office of Management and Budget (OMB) Circular A-133 Standards, the Housing and Urban Development (HUD) audit guide and the Philadelphia Subrecipient Audit Guide for some of the region's largest non-profit and for-profit agencies complying with the various circulars.

**EDUCATION**

BS (Magna Cum Laude) in Business Administration (Accounting) - The College of New Jersey  
Ewing, NJ

**PROFESSIONAL AFFILIATIONS**

American Institute of Certified Public Accountants, New Jersey Society of Certified Public Accountants, Former Treasurer of Camden Lions Club, Former Board of Director for the Camden and Gloucester Counties Big Brothers/Big Sisters.

◆ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">██████████</span> is an accomplished and highly skilled accountant and financial manager with over 25 years in the field. <span style="background-color: black; color: black;">██████████</span> has experience in pro forma development for multi-year, multi-phase projects, project feasibility analysis, structured finance analysis and bond sizing. He has both operational and capital budgeting expertise as well as accounting analysis in GASB and financial statements. As a Manager for Development Planning &amp; Financing Group, he was treasurer for fifteen separate local governments and a privatized provider of financial and accounting services to specialized units of local government. At Government Services Group, Inc., he served as finance director for a multi-county, multi-system utility with a total budget of over \$130 million, and 3 community development districts. <span style="background-color: black; color: black;">██████████</span> also served 11 years as a finance director for various local governments, and structured financing for capital projects as a municipal underwriter for 7 years.         </p> <p>           With strategic analysis expertise, <span style="background-color: black; color: black;">██████████</span> has completed analyses for several development projects, structured public financing for large capital projects and developed fiscal impact analyses.         </p> <p> <span style="background-color: black; color: black;">██████████</span> was the FEMA coordinator for Tropical Storm Floyd in Orangetown, New York and most recently has worked with local governments in Mississippi to analyze the financial statements for stress since hurricane Katrina and is reconfiguring financial statements to fit the regulatory matrix required by the loan cancellation provisions of the Special Community Disaster Loan program.         </p>	<ul style="list-style-type: none"> <li>◆ Coordinated development of operating (\$93 mm) and capital budgets (\$20 mm) for organization with 950 employees</li> <li>◆ Member, American Institute of Certified Public Accountants and the Government Finance Officers Association</li> <li>◆ Published Article "Developing and Implementing an Investment Program for a Rural Community", Government Finance Review, (August, 1997)</li> <li>◆ Oversaw budgeting, accounting, payroll, accounts payable functions for budget of \$38 million</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ Master of Science in Economic Policy, Graduate School of Business and School of International and Public Affairs, Columbia University</li> <li>◆ Master of Science in Public Policy, Harris School of Public Policy Studies, University of Chicago</li> <li>◆ Bachelor of Arts in Economics, Carleton College</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Independent Consultant, Hagerty Consulting, Inc., March 2010-Present**

- Performs complex analysis of financial statements of numerous local governments in Mississippi for financial stress since Hurricane Katrina as part of the Special Community Disaster Loan Program
- Reconfigures financial statements to fit into the regulatory matrix required by the loan cancellation provisions of the Special Community Disaster Loan program
- Liaises with local government applicants and pertinent state officials

### **Senior Governmental Financial Advisers, RTI, International Inc., 2009**

- Underwent training courses at State Department in structure and operation of programs in Iraq; Iraqi political and economic background and DOD clearances (was unable to deploy due to illness)

### **Manager/Consultant, Development Planning & Financing Group, 2006-2009**

- Served as treasurer for fifteen separate local governments (CDDs), as privatized provider of financial and accounting services to specialized units of local government
- Completed capital and operation budget preparation, monitoring and reporting
- Implemented accounting systems for nineteen separate local governments
- Served as financial consulting and analysis for development projects, structuring public financings for large capital projects, fiscal impact analyses

### **Adjunct Professor of Accounting, Keller Graduate School, 2008**

- Instructed graduate students in financial accounting (part time basis alongside existing full time)

### **CFO/Director of Financial Services, Government Services Group, Inc., 2005-2006**

- Served as finance director for a multi-county, multi-system utility with a total budget of over \$130 million, and three (3) community development districts (CDDs)
- Managed accounting and finance department as provider of accounting, purchasing, budget, payroll and financial management services to various clients in Florida
- Performed significant debt financing and capital project planning
- Supervised staff of five

### **Director of Finance, Town of Windsor, CT, 2000-2005**

- Developed and implemented balanced scorecard measurements
- Coordinated development of operating (\$93 mm) and capital budgets (\$20 mm) for organization with 950 employees
- Manage debt for the municipality, including presentations to rating agencies



- Developed debt supportability and investment policy that became model policy in the state
- Linked operating and fixed cost levels to standard (rating agency) evaluations of long term fiscal health
- Capital project planning
- Directed accounting, payroll, AP, AR, tax collection, property assessment, purchasing
- Supervised staff of thirteen (eight direct reports)

**Director of Finance, Town of Orangetown, New York, 1998-2000**

- FEMA coordinator for Tropical Storm Floyd
- Developed and administered operating and capital budget (\$45 million), for a workforce of 330 while there was a structurally decreasing property tax base
- Managed debt for the municipality, and administered risk management
- Formulated financial and budgetary policy framework for chief elected official
- Oversaw budgeting, accounting, payroll, accounts payable functions for budget of \$38 million
- Negotiated contracts and helped manage employee grievance procedures.
- Supervised staff of four

**Director of Finance, City of Scottsbluff, Nebraska, 1996-1998**

- Developed and implemented the city's first formal treasury and cash management programs, developing program for national association
- Privatized management of wastewater treatment plant
- Prepared operating budget and financial statements
- Supervised staff handling of accounts payable, payroll, accounts receivable, general ledger
- Oversaw customer billing for 5,000 customers
- Prepared and used cash flow forecasts in cash management
- Supervised staff of four

**Director of Finance, Solid Waste Agency of Northern Cook County, 1994-1996**

- Negotiated long term private management contract for solid waste facilities
- Prepared forecasts of capital and operating revenues and expenditures
- Restructured outstanding debt to alter tax status of bonds

**Municipal Finance Consultant/Underwriter, Kane, McKenna & Associates, 1987-1994**





- Served as financial consultant for both general municipal bond issues and economic development projects (TIF), to both municipalities and to private sector entities
- Found and developed alternative revenue sources for municipal projects
- Prepared numerous long term financial plans and studies
- Made numerous presentations at board meetings and public hearings
- Established public/private partnerships
- Negotiated over forty development packages between municipalities and private firms
- Created numerous, extensive capital project budgets
- Promoted from Associate to Assistant Vice President

#### **SPECIALIZED TRAINING**

- Certified Public Accountant (CPA)
- Certified Government Finance Manager (CGFM)
- Certified Economic Policy Manager (CEPM)

◆ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a dynamic professional offering over 21 years of successful experience, excellent communication and computer skills, and the ability to thrive under pressure, adapt and overcome as a cooperative team player. She is experienced in general construction, building and site inspections, cost estimating, grants management, business development, and program management.</p> <p>██████████ worked for 6 years in private sector catastrophic event assessment and commercial insurance response. She simultaneously administered risk management, underwriting, and claims operations in 17 states.</p> <p>██████████ served as FEMA PA Senior Policy Advisor for Gulf Coast Recovery Office (GCRO) post Katrina and as Liaison with USACE, DHS, DOJ, HUD, Department of Agriculture, and with cabinet level Office of Gulf Coast Rebuilding. She accepted an invitation from Committee for Economic Development Australia to travel to Canberra, Melbourne, Sydney and Brisbane to provide thought leadership on the topic of disaster recovery following the Brisbane Floods. She also accepted an invitation from the New Zealand government to provide planning and recovery workshops for public and private sector stakeholders following the Christchurch Earthquake.</p> <p>Some of ██████████' accomplishments include the development of FEMA Infrastructure Support Dashboard (a national PA program management tool), the development of a concept of operation (CONOP) for catastrophic events / communication, and the creation of PA Expedited Information Response Team (PAXIR) post-Katrina. She authored the Federal Disaster Assistance Directorate (DAD) publication FEMA B-587 titled "Debris Monitor Pocket Guide" and co-authored the Alternate and Improved Project SOP, providing FEMA PA funding options.</p>	<ul style="list-style-type: none"> <li>◆ Excellent oral and written communication and negotiation skills, as well as leadership abilities</li> <li>◆ Hands-on operational FEMA experience</li> <li>◆ 15 years working on FEMA / DHS programs, spanning 3 presidential administrations</li> <li>◆ Drafting of several tools for FEMA, including "Debris Monitor Pocket Guide", CONOP for catastrophic events and Infrastructure Support Dashboard</li> <li>◆ Positive and courteous customer service, regardless of circumstance, thus producing results under great stress</li> <li>◆ Critical thinking, effective time management, and multitasking amid changing work environments with minimal supervision</li> <li>◆ Resourceful in gathering information to resolve customer problems</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Spanish Language Proficiency, 1991, Institute of Latin American Studies</li> <li>◆ B.A. English/Technical Writing, History, 1991, Stephen F. Austin State University</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Independent Consultant, Hagerty Consulting, Inc., year-Present**

- Public Assistance Subject Matter Expert

### **SME – Pilot Infrastructure Support Dashboard (ISDB) development and implementation, FEMA Headquarters & FEMA Regions, 2011-2012**

- Reviewed and analyzed of the original version of ISDB
- Outreached to regional Branch Chiefs to discuss piloting the tool
- Provided improvement recommendations to the original version of the tool
- Developed versions 2-4 resulting in the version of the tool currently being piloted
- Implemented improvements and enhancements demonstrated in three deployments to PA operations piloting the tool
- Created a Train-the-Trainer course of users of ISDB in a JFO and post-JFO environment

### **Vice President and Senior Program Manager, Special Projects and Client Services, FEMA PA TAC ERPMC/AECOM Recovery, Operations Chief, Deputy Project Director / International Thought Leadership for Disaster Management, 2003-2012**

- Managed recovery operations and supervised employees post-disaster
- Served as an expert advisor on the community recovery planning and operations post-disaster
- Responsible for adherence to mission, goals, and timelines for organizations, programs and projects
- Coordinated with federal, state, tribal, territorial, local elected and/or appointed officials and organizations on programs and policies related to disaster recovery operations
- Briefed management on legislative, budgetary, and federal, state, tribal, territorial and/or local actions that could impact policy, programs, mission and goals
- Responsible for in implementation of the outreach strategy to external organizations or individuals to encourage their participation or support of the recovery mission and goals
- Served as a technical expert, exercising judgment and often granted autonomy to develop and maintain relationships with various stakeholders/officials in federal, state, tribal, territorial and/or local governments, non-governmental organizations and the private sector
- Employed a variety of problem solving methods and leadership techniques to rectify management and budgetary issues
- Identified and resolved recovery operational issues with innovative, experience-based approaches and communications techniques
- Developed new methodologies for analyzing the effectiveness of community recovery operations
- Participated in meetings, conferences, and formal discussions with high level officials at the federal, state, and local level, as well as non-governmental organizations and the private sector
- Established and maintained relationships with stakeholders including critical state, local, private, and public organizations for outreach, awareness and information sharing regarding community recovery



- Conducted briefings and press-conferences to convey technical information to a variety of audiences and stakeholders
- Negotiated effectively among various and often biased parties, stakeholders, and officials in order to achieve strategic objectives and manage community recovery plans and operations
- Managed operations and made decisions under intensely stressful conditions with very short deadlines
- Provided efficient service and coordinated with a large customer base while managing numerous programs based on policy that I had a significant role in creating and implementing
- Eagerly explained and/or justified decisions, conclusions, findings, or recommendations when called upon to do so
- Communicated effectively both verbally and in writing

**Senior Public Assistance Advisor, FEMA PA, Deputy Associate Administrator, FEMA Office of Response & Recovery, 2009-2011**

- Program support and SME for PA recovery issues related to Hurricane Katrina in the Gulf Coast states
- Provided the Gulf Coast PA brief for Richard Serino in preparation for his senate confirmation hearing to become FEMA Deputy Administrator

**FEMA Deputy PA Officer – Operations: 1,100+ PA staff in Louisiana; Executive Officer to the Infrastructure Branch Chief; Chief of Staff – PA; LTRO Louisiana, 2006-2009**

- Management of staff of more than 1100 personnel
- Responsible for collaboration with tribal, state, and local governments as well as faith-based and other private non-profit organizations on the most complex disaster recovery operation in FEMA's history
- Administrative and technical supervision
- Development of program policies, goals and objectives
- Planning of work to be accomplished, interviewing candidates for positions and recommended selection, and ensured subordinate personnel received appropriate on-the-job or formal training
- Received the highest possible performance evaluations for service provided
- Developed and assisted with implementation of a strategically managed program to coordinate and guide disaster recovery support activities and to promote partnerships between the federal government and stakeholders at the state, tribal and local levels
- Created and managed QAQC team to provide eligibility and program review for critically damaged infrastructure projects totaling more than \$900 million
- Developed and maintained partnerships between the federal government and stakeholders at the state, tribal and local levels
- Provided assistance to federal departments and agencies, state, tribal and local governments for the development of pre-disaster and post-disaster recovery organizations, capabilities and processes
- Promoted inclusiveness in recovery activities to ensure resources were maximized



- Managed external relations to communicate the availability of assistance to applicants, elected officials and the general public; established links with the media and elected officials
- Served as a principal advisor to the FCO and IBS on the coordination of disaster recovery field operations
- Monitored disaster recovery operations to track and measure progress, identified critical areas of concern, facilitated solutions to address resource needs, conflicts, and/or overlaps and potential delays in assistance

#### **Deputy PA Officer, FEMA Debris/Demolition, 2005-2006**

- Managed 500+ staff and \$2 billion mission assignment
- Reported to the FEMA IS Branch Chief and Federal Coordinating Officer for Hurricane Katrina in Louisiana
- Responsible for the management of numerous recovery activities
- Responsible for the direction of over 500 FEMA/contractor staff
- Responsible for the facilitation of the \$2 billion mission assignment
- Worked directly with ranking officials of the USACE responsible for debris removal and demolition
- For service, received the highest possible performance evaluations
- Actively involved in establishing a Joint Field Office (JFO), Preliminary Damage Assessments and other actions necessary to support and manage response/recovery operations
- Responsible for managing Project Worksheet (PW) and overall program review of all category A PWs
- Responsible for interaction between FEMA, state, USACE, and other federal agencies in debris removal, utilities restoration as well as the repair and replacement of damaged facilities
- Responsible for technical and cost-estimating analyses, appeal responses and responses to congressional inquiries related to the technical specialties and emergency management programs, documents and correspondence
- Developed, drafted, and delivered regional policy guidance, appeal responses, and operating instructions and recommendations related to public assistance program matters
- As the Deputy PA Officer, responsible for supervision of daily production and operation of 10 Task Force Leaders and approximately 500 Project/Technical Specialists

#### **Regional Debris Specialist, FEMA Deputy Public Assistance Officer/Debris, 2004-2005**

- Managed PA debris staff in the field and program management of grants associated with debris removal operations in Florida
- Responsible for technical and cost-estimating analyses, as well as field validation of work completed
- Responsible for establishing the PW writing component of JFO operations specific to debris removal PWs
- Responsible for QA QC eligibility review of all debris removal PWs



**Private Non-Profit (PNP) Coordinator; FEMA PAC for Port Authority of New York and New Jersey; PA Closeout Team Lead – PA program coordination with Governor’s Authorized Rep (GAR) on all NY state post-911 projects, 2001-2002**

- Responsible for providing supplemental federal disaster grant assistance for the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain PNP organizations
- As the PA Program Coordinator, fully responsible for managing federal public assistance program and HMP Grants funding
- Responsible for interaction between FEMA, state, local government and other federal agencies
- Administered claims, pre-appeal investigations and appeal process

**PRIOR PROFESSIONAL EXPERIENCE**

- FEMA Technical Assistance Contractor and General Adjuster – Cunningham Lindsey, 1994-2003
- High School Teacher, English and History – Longview Independent School District, 1992-1993
- Full Time Student – Stephen F. Austin State University and Institute of Latin American Studies, 1987-1991
- Vice President, Claims and General Adjuster–multi-lines– Associated Managing Agents of North America, 1984-1987

**SPECIALIZED TRAINING**

**Ongoing FEMA Training:**

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- N-107 ISPAC, Phases I, II & III (NEMIS) (Disaster Field Office, New York, NY)
- N-139 ISPO (NEMIS) (Disaster Field Office, Oklahoma City, OK)
- Public Assistance Operations I & II (Disaster Field Offices, New York, NY and Arlington, VA)
- Train the Trainer – Just In Time Training (Falls Church, VA)
- Grants Management (New Orleans, LA);
- FEMA/State Public Assistance Workshop (Jacksonville, FL)

**Ongoing FEMA Teaching:**

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- Infrastructure Support Dashboard/Developer/Trainer-EMI, Emmetsburg, Maryland
- FEMA Technical Writing Developer/Trainer, New Orleans, Louisiana
- FEMA Lifecycle of the PW Developer/Trainer, New Orleans, Louisiana
- Public Assistance Operations I-Trainer, New Orleans, Louisiana
- FEMA Project Worksheet (PW) Writing-Trainer, Baton Rouge, Louisiana
- PA Debris Project Formulation Developer/Trainer, Orlando, Florida

PERRY J. POCKROS ♦ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>Perry Pockros has more than 30 years experience in public sector consulting, government management and operations, legislative process administration, and public policy analysis. He has led public sector engagements for PricewaterhouseCoopers, IBM Global Business Services, and Hagerty Consulting, directing financial and performance management, program reviews, business process reengineering, business system modernization, organizational transformation, technical assistance and training projects. Mr. Pockros designs and implements change management initiatives to better align culture, people, and structure with strategy, business processes, and information technologies.</p> <p>During his career, Mr. Pockros has helped design, stand-up and manage federal-funded program procedures for the Mississippi Alternative Housing Project and Native American Nonprofit Housing Corporations, where he developed a housing compliance self-assessment training program.</p> <p>Representative clients include: Africare, U.S. Agency for International Development, Departments of Commerce, Defense, Energy, Housing and Urban Development, Interior, State, and Veteran's Affairs; Defense Finance and Accounting Service, Federal Emergency Management Agency, Mississippi Emergency Management Agency, Food and Drug Administration, General Accounting Office, Internal Revenue Service, National Aeronautical and Space Administration, National Science Foundation, National Nuclear Security Administration, Small Business Administration, U.S. Sentencing Commission, District of Columbia, and the World Bank.</p> <p>Prior to joining Hagerty Consulting, Mr. Pockros was an Associate Partner and Project Executive with IBM's Global Business Services Public Sector Strategy and Change practice where he provided project and program management leadership for large, complex federal government civilian agency consulting engagements with multiple clients, project teams, and domestic and international work streams. From 1996 to 2002, Mr. Pockros was a Managing Consultant for PricewaterhouseCoopers Office of Government Services leading process improvement, performance management, organizational change management, and training workshops for Federal Government civilian agencies.</p> <p>Preceding his consulting career, Mr. Pockros served in the U.S. House of Representatives in both Member office and standing committee positions.</p>	<ul style="list-style-type: none"> <li>♦ Program and project management proficiency</li> <li>♦ Project Executive for State of Mississippi Alternative Housing Project, FEMA Katrina/Rita Disaster Housing Assistance Pilot Program Evaluation, FEMA ESF -14 Long-Term Community Recovery Readiness</li> <li>♦ Hagerty Consulting Vice President for Federal Services</li> <li>♦ IBM Global Business Services Project Executive, PricewaterhouseCoopers Associate Partner, Price Waterhouse Managing Consultant</li> <li>♦ U.S. House of Representatives Member and Committee Professional Staff</li> <li>♦ Facilitation and collaborative decision making expertise</li> <li>♦ Strategic planning and performance metric methodology</li> <li>♦ Business process re-engineering, organizational transformation, and change management projects</li> <li>♦ Secret Clearance</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>♦ Graduate Professional Studies in Applied Management, University of Maryland, Graduate School of Management and Technology, 1995.</li> <li>♦ Master of Arts, with Honors, Public Policy Studies, University of Chicago, 1986.</li> <li>♦ Bachelor Arts, College of Science in Society and Department of Government, Wesleyan University, 1981.</li> </ul>



## RELEVANT EXPERIENCE

**State of Mississippi Emergency Management Agency, Mississippi Alternative Housing Program,** Project Executive, March 2008 to September 2011.

- Led a consulting team of six professionals in establishing an effective strategic and operational framework to enable the Mississippi Alternative Housing Program to transition more than 2,000 post-Katrina disaster temporary housed families into permanently placed Mississippi Cottages over a 36 month period for this \$300 million federally appropriated post-disaster housing recovery pilot program.
- Oversaw the design, development and quality assurance of household and nonprofit organization cottage disposition policies and procedures compliant with federal program requirements.

**U.S. Department of Homeland Security/Federal Emergency Management Agency, Katrina/Rita Disaster Housing Assistance Pilot Program Evaluation.** Project Executive, June 2009 -September 2009.

- Oversaw a team of 6 professionals that perform an evaluation of the Disaster Housing Assistance Program (DHAP), a 2007 pilot program between FEMA and the U.S. Department of Housing and Urban Development (HUD) to provide continued rental assistance to households displaced by 2005 Hurricanes Katrina and Rita. DHAP provided rental assistance to more than 36,000 disaster-affected households and was designed to inform the Federal government's implementation of future disaster housing operations. Hagerty was tasked with performing a goal, process and outcome-based assessment of DHAP's efficiency and effectiveness and making recommendations for improvement.

**U.S. Department of Homeland Security/Federal Emergency Management Agency, ESF 14 Readiness Planning, Technical Assistance and Support,** Projective Executive, October 2007 to February 2009.

- Led a team of professionals to guide FEMA in developing and expanding its long-term community recovery capabilities, known as Emergency Support Function (ESF-14).
- Developed intergovernmental recovery strategies, developed standard operating procedures, delivered workshops and training, and created model communication materials and job aids. The plans, procedures, workshops and job aids produced by this effort will guide Federal operations planning for comprehensive State and local post-disaster recovery activities.

**U.S. Department of Housing and Urban Development, Office of Native American Programs (ONAP), Development of an Indian Housing Block Grant Self-Monitoring Compliance Assessment Guidebook.** Project Manager, March 2000 to October 2002.

- Developed a guidebook for use by tribal recipients of Indian Housing Block Grant funds to self-assess their adherence to programmatic and federal grant administration requirements. The guidebook contains checklists, tools and templates for grant recipient self-monitoring of management internal controls.
- Designed and presented a training course on the guidebook at the Sixth Annual Native American Housing Summit in May, 2000, and designed a two day workshops held in each ONAP region during April through September 2002 training more than 400 tribal housing board members and executive directors.





**U.S. Department of Housing and Urban Development, Office of Native American Programs, Guide to Creating a Nonprofit Homeownership Entity Workshop**, Project Manager, July 2001 and May 2002.

- Presented the Guide to Creating a Nonprofit Homeownership Entity at the 8th Native American Homeownership Summit in St. Paul, Minnesota in July 2001 and the 2<sup>nd</sup> Interagency Conference on Strategic Planning in Indian Country in Orlando, Florida in May 2002. The workshop enabled participants to design and develop a nonprofit corporation to increase homeownership opportunities on Native American reservations.

**U.S. Department of Housing and Urban Development, Office of Native American Programs, Development of Grants Evaluation Business Processes**. Trainer, December 2000.

- Helped develop the training curriculum and materials for the Office of Grants Evaluation to implement a grant recipient risk-based monitoring system for its Program and Area Offices as part of the development of a virtual office model.
- Assisted the Grants Evaluation (GE) Division in developing business process maps, guidance, automated tools and templates to streamline and standardize the oversight and monitoring of HUD grant funds.
- Led the design of Microsoft Access risk assessment database and follow-up evaluation to assess the degree to which GE staff use the new risk-based grants monitoring processes in their day-to-day work.

**U.S. Department of Housing and Urban Development (HUD), Office of Native American Programs (ONAP), Shared Visions Pine Ridge Initiative Creation of a Not-For-Profit Homeownership Entity**, Project Manager, February 1999 to August 2000.

- The Pine Ridge Indian Reservation, located in southwestern South Dakota, is the home of the Oglala Sioux Lakota Tribe. Under this signature initiative of the HUD Secretary, Mr. Pockros provided technical assistance to the Oglala Sioux Tribe Partnership for Housing, Inc. in creating a nonprofit corporation to serve as a homeownership financial intermediary, homebuyer counseling and housing development entity. The Partnership provided more than 20 new homes to first-time tribal member homebuyers.
- Managed a team of five subcontractors that provided legal advisory services, housing finance, and homeownership counseling technical assistance. He provided on-site technical assistance to the tribe in developing the corporation's charter, organizational staffing, structure, and management practices.

## **EMPLOYMENT HISTORY**

- **Hagerty Consulting, Inc.**, Washington, D.C., March 2007 to August 2012.
- **IBM Corporation**, Bethesda, MD, October 2002 to February, 2007.
- **PricewaterhouseCoopers LLP**, Arlington, VA, July 1998 to October 2002.
- **Price Waterhouse LLP**, Arlington, VA, January 1996 to July 1998.
- **U.S. House of Representatives**, Washington, DC, 1981 to 1984 and 1989 to December 1995.
- **State of Illinois, Office of Public Counsel**, Chicago, IL, 1986 to 1989.

**City of Chicago, Department of Planning**, Chicago, IL, 1985 to 1986.

◆ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ has always been an advocate, activist and visionary for urban and inner city redevelopments and revitalization efforts. He has been involved in the planning and implementation for numerous redevelopment initiatives.</p> <p>██████████ gained exceptional strategic planning skills as an Executive Director for City Capital Corporation. In this role, he oversaw the pre-development and pre-construction, planning and zoning, feasibility and finance proposal development, construction management, and operation of over 1200 units. He also managed the new construction and rehab of over 100 units of affordable housing.</p> <p>██████████ has also been involved in the housing development for urban and faith-based communities. Recently, he implemented offsite replacement units for the Louisville Metro Housing Authority as part of the Hope VI Redevelopment efforts. In Cleveland, he participated in a neighborhood revitalization project, including over 100 scattered site homes and commercial redevelopment initiatives with various church-based CDCs and local municipality.</p> <p>██████████ also worked in New Orleans with Volunteers of America, National Affordable Housing Trust and State Finance Housing Authority, to help put into action senior housing.</p> <p>██████████ is also a writer currently working on a new book and is the author of "21<sup>st</sup> Century Community Development for the 21<sup>st</sup> Century Church." He has also served as a lecturer on the Urban Wealth Tour, "Faith-based Community and Economic Development."</p>	<ul style="list-style-type: none"> <li>◆ Yale University Community and Economic Fellow</li> <li>◆ Member of the Non Profit Housing Alliance</li> <li>◆ LISC Approved Consultant</li> <li>◆ Oversaw the development and implementation of over 1200 units in four different locations</li> <li>◆ Heavily involved in urban development in Louisville, Cleveland, New Orleans, and Nashville</li> <li>◆ Served as a lecturer on the Urban Wealth Tour</li> <li>◆ Received professional certifications in Housing Development Finance and Rental Housing Development from the National Development Council</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Community and Economic Development Fellow, Yale University, 2006</li> <li>◆ Organizational Management, Oakland City University, 1992</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Interim Executive Director, City Capital Corporation, 2006-2009**

- Managed a staff of 8-12 persons in four different locations including Louisville, KY, Kansas City, MO, Cleveland, OH, and Detroit, MI.
- Oversaw real estate operations of over 1200 units.
- Was in charge of capacity building, pre-development and pre-construction, planning and zoning.
- Managed feasibility and finance proposal development for both private and public resources including tax credits, bonds, tax increment financing, and other HUD resources.

### **Consultant, National Housing Trust, 2007-2009**

- Conducted client research and development regarding new senior housing and affordable housing deals.
- Worked on proposals including tax credits, public and private resources, planning and zoning.
- Assisted national organizations in the feasibility and development process.
- Worked with predominately faith-based national member organizations such as National Church Residences, Volunteers of America, and Mercy Housing.

### **Consultant, Urban Development, 2001-2007**

- Assisted in building capacity, church start-up and development.
- Created proposals for community development ministries, i.e., affordable housing, senior housing, daycares, homeless ministries, job banks, and neighborhood revitalization.
- Lead staff and board in developing strategic plans.
- Worked closely and cooperatively with Local, State, and Federal governments in leveraging resources for community and economic development.
- Managed the construction process for non profit developers from pre-development through lease up and/or unit sales processes.
- Trained non profits on capacity building.

### **Consultant, St. Vincent de Paul, 1998-2001**

- Raised funds for homeless shelters and services.
- Was responsible for marketing and public relations.
- Assisted in organizational leadership and strategic planning for the agency.
- Led grant writing and fund efforts to secure \$2.2M annually for operations.
- Initiated first annual public fundraising event in partnership with Brown Forman Corporation.

◆ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">[REDACTED]</span> has Fifteen years of experience in management and twelve years of experience in the engineering, environmental, and health physics damage assessment and remediation field, including site management, fieldwork, data collection, and reporting.         </p> <p> <span style="background-color: black; color: black;">[REDACTED]</span> is experienced and knowledgeable with FEMA processes. She has provided consulting services in the area of disaster recovery, primarily under the FEMA Public Assistance Program. She is currently assisting the State of Louisiana with the recovery of wind insurance proceeds in excess of \$150 million.         </p> <p> <span style="background-color: black; color: black;">[REDACTED]</span> has the skills necessary and the experience in conducting meetings, coordinating project formulation, maintaining case management files, conducting field assessments, and preparing grant recommendations for Hurricanes Katrina and Rita.         </p> <p>           She earned her Bachelor of arts degree in English, University of Texas, San Antonio and was the managing editor of The Paisano, Texas' only independent student newspaper.         </p> <p> <span style="background-color: black; color: black;">[REDACTED]</span> has an array of certifications from the Federal Emergency Management Agency for Public Assistance, Section 406 Hazard Mitigation, and FEMA Cost Estimating Format.         </p>	<ul style="list-style-type: none"> <li>◆ Oversaw 60 project officers and/or building assessment team members, consisting of architects and engineering professionals. Oversaw 4669 projects totaling \$1.3 billion</li> <li>◆ Wrote more than 230 grant recommendations consisting of more than \$380 million and was the top grant recommendation producer for the Health and Research Technical Services Group</li> <li>◆ Assisting the State of Louisiana with the recovery of wind insurance proceeds in excess of \$150 million</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Bachelor of arts in English, 2000, University of Texas at San Antonio</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Senior Disaster Recovery Consultant, DMS Disaster Recovery Consultants/Disaster Litigation Associates, 2012-Present**

- Provide consulting services in the area of disaster recovery, primarily under the FEMA Public Assistance Program
- Currently assisting the State of Louisiana with the recovery of wind insurance proceeds in excess of \$150 million
- Prepare proposal documents for Hurricane Sandy

### **FEMA Public Assistance Coordinator/Lead Project Officer, Emergency Response Project Management Consultants/AECOM Recovery, 2005-2012**

- Public Assistance Coordinator and Lead Project Officer for State of Louisiana Facility Planning and Control, Louisiana State University Health Sciences Center, Louisiana State University Health Care Services Division (including the Medical Center of Louisiana, New Orleans [Charity and University Hospitals]), and Tulane University
- Oversaw 60 project officers and/or building assessment team members, consisting of architects and engineering professionals. Oversaw 4669 projects totaling \$1.3 billion
- Wrote more than 230 grant recommendations consisting of more than \$380 million and was the top grant recommendation producer for the Health and Research Technical Services Group
- Conducted kickoff meetings, coordinated project formulation, maintained case management files, conducted field assessments, and prepared grant recommendations for Hurricanes Katrina and Rita
- Wrote several Section 406 Hazard Mitigation Proposals for multi-million-dollar projects
- Facilitated building assessments for more than 30 additional projects, including the Louisiana Superdome, Louisiana National Guard, Xavier University, University of New Orleans, Louisiana Hospital Association, Louisiana Department of Health and Hospitals, Plaquemines Medical Center, and Metropolitan Developmental Center

### **Health and Safety Administrator/Senior Technical Editor, Earth Tech, Inc., 2003-2005**

- Managed review process of radiological site survey data for technical accuracy and compliance with release criteria
- Drafted work plans, health and safety management plans, radiological protection plans, waste management plans, and final reports for clients that included the Air Force Center for Environmental Excellence, Air Force Institute for Operational Health, Navy Environmental Health Center, United States Postal Service, The Boeing Company, Los Alamos National Laboratory, Lawrence Livermore National Laboratory, Tyco Healthcare, and Tyco Plastics and Adhesives
- Sole on-site contractor within the Industrial Hygiene Branch at the Air Force Institute for Operational Health. Managed and conducted analyses of equipment data used for chemical-warfare agent detection for the Homeland Defense effort. Conducted research and report writing for the Homeland Defense, Air Force Institute for Operational Health, and Navy Environmental Health Center efforts



- Reviewed existing health and safety protocols for the Air Force Institute for Operational Health in order to develop Environmental, Safety, and Occupational Health Compliance Assessment Management Program safety protocols
- Prepared proposal documents for projects for the Federal Emergency Management Agency, U.S. Environmental Protection Agency, and U.S. Army Corps of Engineers

**Regional Technical Writing Manager, Brown Consulting Services, Ltd., 2001-2003**

- Conducted environmental property loss investigation assessments. Mastered a working knowledge of environmental and engineering concepts, as demonstrated by obtaining credentials as a Certified Indoor Environmentalist, in order to enable project managers to process reports more efficiently
- Drafted hundreds of environmental and structural property loss investigation reports for environmental consultants and professional engineers
- Maintained compliance and consistency with field notes, company policy, company standard language, and industry standards. As regional technical writer manager of offices in Texas, Kansas, and Florida, created standard reporting for environmental property loss investigation reports

**PRIOR PROFESSIONAL EXPERIENCE**

- Managing Editor, The Boerne Star, 2001
- Assistant News Editor and Lifestyles Editor, Kerrville Daily Times, 2000-2001

**CERTIFICATION**

- IS-0632.a: Introduction to Debris Operations, 2003
- IS-0631: Public Assistance Operations I, 2003
- Public Assistance Operations I Classroom, 2005
- Public Assistance Operations II Classroom, 2005
- Project Worksheet Workshop, 2005
- 406 Hazard Mitigation, 2007
- Cost Estimating Format, 2008

**Confidential Information**

## **Subject Matter Expert**

### **KEY SKILLS**

**28 Years Information Technology Experience**

**Systems Design**

**Database Design**

**Project Management**

**End User Education and Support**

**Confidential Information**

### **EXPERIENCE**

**Solix, Inc.**

#### **Director – Application Development**

Lead the Information Technology (IT) team that designs, develops, and supports systems and web sites used in Solix-managed Federal and State Universal Service Fund (USF) and Lifeline programs. Specific responsibilities include:

- Perform project management, including requirement analysis, design, development, implementation, testing, user education, and maintenance of databases and systems
- Provide technical support and guidance to over 350 internal users and thousands of external Internet users
- Coordinate communication between users and IT to ensure accurate business requirement implementation and to maximize user efficiency
- Act as Solix's IT interface for internal and external audits including Office of Management and Budget, Federal Communications Commission, and State audit responses

**Solix, Inc.**

#### **Manager – Information Technology**

- Performed application development functions, in order to create and maintain systems to support Solix-managed programs Federal and State Universal Service Fund and Lifeline programs. Used custom-built in-house software and Siebel v 7.5 Vitria middleware
- Managed the full life cycle of system projects including requirements gathering, interface and database design, testing, production deployment, and end user training
- Developed and deployed internal web-based applications
- Converted main frame applications to client-server-based technology

### **SKILL SETS**

- Languages/Scripting: VB.NET, JavaScript, VBScript, DHTML, HTML
- Databases: Oracle 7/8/10g MS SQL Server 2000/2005
- Tools: Visual Studio.NET 2003/2005/2008, ADO.NET
- O/S: AIX 5.2, Windows 2003 Server, IIS 6.x

### **EDUCATION**

- BS Business Administration, William Paterson University
- AAS Computer Science, County College of Morris

LESLI A. RUCKER ♦ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>Lesli Rucker has 33 years of disaster experience beginning with HUD then with FEMA following its creation in 1979. Ms. Rucker successfully coordinated disaster operations with federal, state, local, tribal, and not-for-profit agency officials; managed personnel; and participated in national level disaster exercises. She has developed and provided management and program specific training; served as a lead member of an organizational continuity of operations response group, emergency relocation group and on national and regional disaster response teams. She has served as incident duty officer; monitoring, reporting, and coordinating on developing natural disasters, wildfires, floods or explosion situations and incidents, natural and man caused.</p> <p>Currently Ms. Rucker is the Vice President and Manager of the Emergency Response and Planning Division for Cenibark International, Inc. She serves as the company’s subject matter expert across a broad range of emergency response, recovery and planning areas with specific emphasis in the area of Recovery, Mass Care, Emergency Assistance, Housing and Human Services.</p> <p>Ms. Rucker’s operations center experience has included support from home as well as extended time at regional and State operations centers. She has worked on-site disaster operations at or near disaster impacted areas ranging from a few weeks to one year. As part of initial response teams, she has had to mobilize within 24 hours of an event to begin State and local coordination. Ms. Rucker’s responsibilities and authorities have included the coordination and delivery of multi-million dollars in disaster assistance; participating on national focus groups reviewing and recommending programmatic, implementation and assistance delivery direction and change; developing national program policies and procedures.</p> <p>She has extensive experience working within response and recovery organizational structures. On large-scale disaster operations, Ms. Rucker has held key management positions coordinating assistance and implementing services and programs including being appointed Federal Coordinating Officer.</p> <p>Ms. Rucker has managed or participated in federal response efforts at over 100 disasters, including hurricanes, flooding, earthquakes, wildfires, and severe winter storms, among other things. In addition to her specific disaster experience, she has participated in numerous after action reviews, steering committees, and working groups to identify and implement improvements and change to disaster programs.</p>	<ul style="list-style-type: none"> <li>♦ Experienced emergency management professional with 33 years of experience primarily with FEMA working on over 100 disasters</li> <li>♦ Subject matter expertise in emergency response, recovery and planning serving as Vice President and Manager of the Emergency Response and Planning Division for Cenibark International, Inc.</li> <li>♦ Key management positions on disaster operations to include lead federal official, Federal Coordinating Officer, Human Services Branch Chief, Individual Assistance Officer and State Liaison</li> <li>♦ FEMA Regional Recovery Branch Chief responsible for assessment, delivery, close out and program development and enhancement of two major disaster program areas, Individual Assistance and Public Assistance</li> <li>♦ Coordinated and provided guidance on disaster operations and program implementation and delivery to federal, State and local not for profit officials prior to and after disaster declarations</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>♦ FEMA Leadership Excellence Program</li> <li>♦ Bachelor of Science, Idaho State University School of Vocational-Technical Education, 1975</li> </ul>





## RELEVANT WORK EXPERIENCE

### **Vice President and Manager of Emergency Response and Planning Division, Cenibark International, Inc, February 2008 - Present**

- Lead the emergency response and planning division of the business
- Support Technical Assistance Workshops on regional catastrophic planning for local and State officials for California, Hawaii, Kansas, New Jersey, New York, Texas and Washington. Provide workshop facilitation and presentation support to audiences comprised of lead state officials, local officials and state and local not for profit organization representatives. Topics addressed in these workshops include Special Needs Planning, Volunteer and Donations Management Planning, Debris Management, External Affairs, and Continuity of Operations Planning.
- Provide subject matter expertise on Disaster Recovery Planning to include Long Term Recovery Planning, Disaster Housing and Joint Field Office planning requirements for a catastrophic event. Serve as a subject matter expert on Individual Assistance as part of a long-range recovery planning effort following Hurricane Ike in Texas.

### **Various Positions, Federal Emergency Management Agency, 1979 – 2008 and Predecessor US Department of Housing and Urban Development, 1976 - 1979**

- Federal Coordinating Officer (FCO). Served on numerous disasters as the President's and FEMA's representative coordinating and managing the federal government's response. Worked closely with Federal, State, local, Tribal Nations and not-for-profit agencies and officials, established and maintained strong, positive federal-state partnerships. Provided oversight to meet state and local needs from volunteer, local, State and Federal organizations involved in the disaster and coordinated between the field efforts and headquarters offices in Washington DC as the primary liaison with the Agency Director, Executive Associate Directors, Deputy Associate Directors, Regional Directors, and Division Directors.
- FEMA Region VIII, Recovery Branch Chief responsible for Public Assistance and Individual Assistance Programs. Provided guidance to States on program availability and implementation prior to and after disasters in accordance with federal rules, regulations and policies; reviewed and commented on state emergency management program plans; provided specific recommendations and direction on national program policy and implementation; provided employee supervision/development/training; monitored programs from implementation to close out. Responded to program inquiries as Region VIII's subject matter expert; managed and maintained disaster on-call work force cadre; participated on national program steering committees, disaster exercises and as a member of the Regional Interagency Steering Committee; represented FEMA and Region VIII at various national and regional conferences and meetings.
- Regional Human Services Officer, National Emergency Response Team Human Services Branch Chief and Individual Assistance Officer. Provided coordination and guidance to Federal, State, local and Tribal Nation officials on FEMA program availability and implementation prior to and after disaster declarations. Conducted numerous reviews of State emergency operations plans to ensure they were complete and responsive. In Coordinated program activities of Federal, State and voluntary agencies. Provided guidance on policy development, implementation and training. Served for numerous years on a National Emergency Response Team, one of three, identified to respond to large-scale nationally significant events.
- Disaster Operations. Managed and participated in federal response efforts at over 100 disasters throughout the United States and its trust territories following the guiding principles of the National



Incident Management System and the comprehensive response approach as established by the National Response Framework, formerly the National Response Plan.

- Served in lead management positions in significant disaster events including: Hurricane Katrina, four back to back Florida Hurricanes, Red River Flooding, Northridge Earthquake, Mid-West Floods, Hurricane Andrew, and Hurricane Hugo.
- Directed field operations ranging from small events (25 member staff) to operations involving over 900 staff that required establishing disaster field offices, numerous satellite field offices, and fixed and mobile disaster recovery centers (from 1 to over 20 centers).
- Program Development and Implementation. Ms. Rucker developed initial program guidelines following the passage of the Post Katrina Reform Act. This included coordination of the National development team, new program design, presentation of program recommendations and coordination and development of program participant tracking.
- Training Development and Delivery. Ms. Rucker has been involved in developing and delivering training for a variety of disaster response and recovery functions and programs for the National Emergency Management Institute (EMI), regional office, and disaster operations. EMI serves as the national focal point for the development and delivery of emergency management training.
- FEMA National Office Details. National Office assignments to Washington DC have included task specific efforts such as development of programs and procedures in response to new legislation, resolution of program/process issues brought forth from field operations and internal agency coordination of requests for information.

### **SPECIALIZED TRAINING**

Incident Command System; National Response Plan; Contracting Officer's Technical Representative; Achieving Outstanding Customer Service; IT Security; Equal Employment Opportunity Training for Managers and Supervisors; Risk Communication; and Government Ethics

◆ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is an emergency management consultant and subject matter expert who specializes in disaster response and recovery. He has 32 years of management experience with FEMA.</p> <p>Prior to joining Hagerty, ██████████ had a distinguished career with the Federal Emergency Management Agency (FEMA), serving in leadership positions for some of our nation’s most complex response and recovery efforts. ██████████ was responsible for establishing multiple Joint Field Offices (JFOs) for recovery efforts that included 9/11, the 2004 Florida Hurricanes, and Hurricane Katrina. Additionally, ██████████ successfully developed and implemented a plan to expand the capability of the Orlando JFO to respond to Hurricanes Frances, Ivan and Jeanne.</p> <p>During his career, he worked on over 200 response and recovery operations. ██████████ helped establish the first FEMA call center managing multiple FEMA individual assistance (IA) operations and pilot tested the direct housing payment process for disaster survivors to apply for individual assistance. He also chaired the group that developed the automated housing inspection system as part of the evaluation system for IA eligibility. In 2005, following Hurricane Katrina, ██████████ served as the Senior Housing Advisor to the Senior Federal Official, and was responsible for all housing operations in Texas, Louisiana, Mississippi and Alabama.</p> <p>Following the events of September 11, 2001, ██████████ immediately deployed to New York City and became the Operations Chief. He was responsible for Search and Rescue Operations, guiding the multi-state crisis counseling program, and providing guidance directly to the most senior officials in the city, state, and federal governments. He was then appointed Deputy Federal Coordinating Officer (FCO) and directed the transition from response to recovery. For his efforts, Mr. Sherman received the FEMA Director’s Meritorious Service Award.</p>	<ul style="list-style-type: none"> <li>◆ 32 years of emergency management experience with FEMA</li> <li>◆ Established over 50 JFOs to facilitate effective coordination and response</li> <li>◆ Understands ADA and UFAS requirements</li> <li>◆ Has experience managing multiple JFO operations and Area/ Regional JFOs</li> <li>◆ Served as NYC Operations Chief after 9/11 and was appointed Deputy Federal Coordinating Officer to direct the transition from response to long-term recovery</li> <li>◆ Received FEMA Director’s Meritorious Service Award</li> <li>◆ Worked on over 200 recovery operations involving Individual Assistance Programs, Public Assistance and Mitigation Programs</li> <li>◆ Participated in the establishment of the first FEMA call center</li> <li>◆ Federal Coordinating Officer Certification, 2003, FEMA</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Master of Arts in Applied Professional Studies, 2008, DePaul University</li> <li>◆ Bachelor of Arts, DePaul University</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Disaster Response and Recovery Subject Matter Expert, Hagerty Consulting, 2009-Present**

- Aided the development of the interim housing portion of the San Francisco Bay Area Regional Mass Care and Shelter Plan and provided input to the interim housing portions of several county Mass Care and Shelter Plans
- Reviewed work products and provided best practices and lessons learned from his many years leading housing operations
- During the team's information gathering phase, participated in multiple conference calls to provide clarity to the team on issues regarding interim housing, services provided to households in interim housing, restoration of critical infrastructure, and estimating interim housing need
- Served as the subject matter expert for the DHAP Evaluation, an outcome-based assessment of the 2007 Disaster Housing Assistance Pilot Program (DHAP)
- Aided efforts to interview approximately 30 program stakeholders, review key program documents and standard operating procedures, analyze programmatic and financial reports, and conduct site visits to seven public housing authorities (PHAs) involved in implementing the program at the ground level. Findings and recommendations were summarized in a stand-alone Executive Summary and issued a final DHAP Assessment Report
- The assessment yielded a detailed, comprehensive overview of the complex pilot program that will assist FEMA in designing the template for future collaborative disaster housing operations and ideally improving the efficiency of delivering these services to disaster-affected households
- Served as the subject matter expert for the Joint Housing Solutions Group II Program
- Provided expertise to enable Readiness Planning, Technical Assistance, and Support to FEMA's Joint Housing Solutions Group (JHSG), a multi-agency housing task force that seeks to improve FEMA's disaster housing assistance capacity by expanding the universe of housing options available to assist victims and communities impacted by disasters
- As a member of the Disaster Housing CONOPS team, aided documentation of the Disaster Housing Concept of Operations (ConOps), including disaster housing roles, responsibilities, and processes for FEMA's Individual Assistance Division, from planning, to activation, to implementation. The ConOps is utilized by FEMA IA staff to implement programs in a more consistent and uniform manner
- Designed focus group survey questions for the FEMA IA Focus Group and performed analysis. The focus groups were designed to validate the topics and methodologies of the FEMA IA customer satisfaction surveys. Hagerty assisted with the preparation of a national report for the FEMA National Processing Service Center at Denton to summarize findings from the three sets of focus groups, which will be used by FEMA to make improvements to the IA Program

### **Various Positions, Federal Emergency Management Agency, 1981-2009**

- Led the simulated response of 26 federal agencies during a 2007 exercise and co-authored the after action review that identified potential resource and capability shortfalls, which resulted in the incorporation of his recommendations into a revised response plan
- Expedited the mobilization of the FEMA processing center in Hyattsville, Maryland in response to Hurricane Charley and developed and implemented a plan to expand the capability of the Orlando Joint Field Office to respond to Hurricanes Frances, Ivan and Jeanne



- From 2002 to 2007, served as the Federal Coordinating Officer on 24 disaster operations
- Directed a task force of 22 federal, state, local, and voluntary agencies in the development of the first National Disaster Housing Strategy
- Following Hurricane Katrina, served as the Senior Housing Advisor to the Senior Federal Official and was responsible for all housing operations in Texas, Louisiana, Mississippi and Alabama. Established and implemented the “host state” program which allowed Katrina/ Rita survivors to relocate to 26 states. As a result, state and local governments were able to receive Public Assistance funding for their humanitarian efforts
- After the 2003 electrical failure in seven states, was designated as the Federal Coordinating Officer for Michigan and Ohio, the two most affected states and integrated the new response operations into the existing recovery activities and utilized the same resources for all events
- Developed the Special Event Annex to the National Response Plan used to guide preparedness efforts for the Salt Lake City Winter Olympics
- After the events of September 11, 2001, immediately deployed to New York City and served as the FEMA Deputy Operations Chief and by 9/16/01 became the Operations Chief
- Responsibilities included the Search and Rescue Operation, guiding the multi-state crisis counseling program, and providing guidance directly to the most senior officials in the city, state, and federal governments
- As Deputy Federal Coordinating Officer, directed the transition of the response effort into the long-term recovery activity and received the FEMA Director’s Meritorious Service Award
- For “Response ’99”, an exercise based on a catastrophic earthquake along the New Madrid fault, served as Federal Coordinating Officer for Illinois and coordinated the simulated response involving six states, 26 federal agencies, and all branches of the U.S. military
- During the 1997 Red River Flood, served as Deputy Federal Coordinating Officer in Minnesota and directed both the short-term travel trailer program and the long-term mobile home site development
- Designed mobile home sites were to allow for future development as permanent housing sites and over 1,100 single family sites were developed because of this effort
- Named Federal Employee of the Year and received the Key to the City of East Grand Forks

#### **RELEVANT VOLUNTEER EXPERIENCE**

- Chairman, River Forest Citizen Corps Council, 2010-Present
- Community Emergency Response Team (CERT) Leader, 2011-Present
- TripCom Medical Reserve Corps (MRC) Co-Leader, 2011-Present

Confidential  
Information

## Subject Matter Expert

### KEY SKILLS

Management Consulting

Client Strategic Planning

Program Development and Evaluation

Complex Systems Analysis & Planning

Financial Planning & Management

Confidential  
Information

### EXPERIENCE

Solix, Inc.

President, Grant Management Solutions Division

President & CEO, Lytmos Group, Inc., a wholly owned subsidiary of Solix, Inc.

Expertise in organizational leadership, complex systems analysis and planning, and management consulting.

Specific responsibilities include:

- Analyzing, planning, and re-engineering programs, projects, and systems to achieve specific goals, objectives, and process improvement
- Facilitating collaboration among key stakeholders, both internal and external
- Providing consulting services to program officers and advisory councils for policy and procedure development and implementation
- Overseeing the Division's marketing strategy and identifying opportunities for strategic partnerships
- Directing pre- and post-award administration of multiple competitive grant programs
- Developing and maintaining a track record of exceptional quality customer service and account management

Lytmos Group, LLC

Co-Founder, President and CEO

Before selling this women-owned small business to Solix, Inc.:

- Provided leadership in business development and organizational capacity building
- Spearheaded the development of a peer review practice, including the recruitment of more than 1,500 reviewers and the design and construction of a proprietary online peer review system
- Developed and implemented customized federal proposal preparation assistance programs
- Authored numerous successful business proposals for capital investment and business contracts
- Conveyed clients' crucial messages and concepts in reports to key stakeholders

### Previously Held Positions

- Owner – Step Two Investments, LLC
- Partner – Discount Mailers, Inc.

### EDUCATION

- MBA, Rockhurst University, Executive Fellows Program
- BS Systems Engineering, University of Arizona School of Business

◆ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a subject matter expert on technical insurance coverage and claims adjusting issues such as post-disaster insurance coverages, complex insurance allocation issues related to business interruption and policy exclusion, and complicated insurance loss/damage valuations. His experience with insurance spans over 35 years.</p> <p>Most recently, ██████████ took on the role of Senior Insurance Specialist to assist Hagerty in preparing the statement of loss document for a Business Interruption Claim for the Rocky Boy's Health Board, Unit of Chippewa Cree Tribe in Montana.</p> <p>As a senior insurance subject matter expert for AECOM, ██████████ has worked in Public Assistance Insurance for multiple disasters. His insurance work in the field includes serving on teams during the NY World Trade Center Attack, LA Hurricane Katrina, LA Hurricane Rita, TX Hurricane Ike, and WA severe storms and flooding.</p> <p>██████████ has strong and extensive working knowledge of the PA program including Stafford Act, Title 44 CFR 206 implementing regulations related to PA and other directives gained while working largest disasters in FEMA; WTC attack, Katrina and Ike. He has the ability to effectively train and manage large PA insurance groups capable of generating duplication of benefits deductions from insurance. He managed over \$1.1 billion deductions from over 30,000 PW's in Hurricane Katrina.</p> <p>██████████ has excellent versatility and adaptability to handle multiple State PA tasks and functions such as Grant Management, policy and appeals, State Applicant Liaison, and Task Force Leader as well as insurance specialist.</p> <p>██████████ has numerous professional licenses and delegations under his belt: Chartered Property and Casualty Underwriter (CPCU), Associate in Risk Management (ARM), Property &amp; Casualty Claims Adjuster, Risk Manager, and General Lines Insurance Agent.</p>	<ul style="list-style-type: none"> <li>◆ Over 35 years experience in the insurance industry</li> <li>◆ Played a major role as PA Insurance Group Lead for FEMA post-disasters: Hurricane Katrina and Hurricane Rita</li> <li>◆ Served as a PA Insurance Specialist for FEMA for the NY World Trade Center Attack</li> <li>◆ Holds Professional Licenses for: Property &amp; Casualty Claims Adjuster, Risk Manager, General Lines Insurance Agent</li> <li>◆ Knowledgeable of National Response Framework, NIMS, Incident Command System and JFO and State Grantee organizations</li> </ul>
<b>EDUCATION</b>	◆ Business Management, Virginia Commonwealth University, Richmond, VA



## RELEVANT WORK EXPERIENCE

### **Independent Consultant, Hagerty Consulting, Inc., June 2011-Present**

- Senior Insurance Specialist for the Business Interruption Claim for the Rocky Boy's Health Board, Unit of Chippewa Cree Tribe

### **Public Assistance Insurance Experience, FEMA**

- DR-1391-NY World Trade Center Attack – (4 months) PA Senior Insurance Specialist
- DR-1603-LA Hurricane Katrina – (20 months) PA Insurance Group Lead & Advisor
- DR-1607-LA Hurricane Rita – (20 months) PA Insurance Group Lead & Advisor
- DR-1641-WA Severe Storms and Flooding – (5 weeks) PA Insurance Specialist
- HSFEHQ-07-J-0111 - Catastrophic Disaster Infrastructure Recovery Initiative – (2 months) team member
- DR-1791-TX Hurricane Ike – (10 months) Task Force Leader & PAC Crew Leader Special Considerations
- DR-1934-MO Severe Storms and Flooding – (3 months) PAC Crew Leader

### **AECOM - (FEMA Technical Assistance Contractor) , 2002-2011**

- Served as the Emergency Response Program Management Consultant (ERPMC) , specifically as senior insurance subject matter expert and Public Assistance program policy expert

### **Tahoe Internet Corp d/b/a GovStar (Independent Consultant), 1999-2011**

- President and owner of a consulting firm focused on public sector risk management.
- Developed the Public Entity Risk Institute (a national data warehouse used for benchmarking public sector risk management metrics.
- Created the National League of Cities (underwriting technology solutions for 20 member risk sharing pools).
- Led strategic planning efforts for various clients.
- Operated public service web site called GovStar.com.

### **Johnson & Higgins/Marsh & McLennan (Insurance Consulting Firm), 1978-1999**

- Held various senior executive positions including Managing Director of Marsh Inc. and CEO of Am GRIP, a \$25 million revenue subsidiary with over 250 employees that provided insurance consulting services focused on public sector.
- Re-engineered and privatized Nevada Workers Compensation system
- Developed the Texas Mutual Insurance Company underwriting division.
- Was recognized as a national expert and speaker on insurance & risk management issues related to public sector.



ANTHONY TRASATTI ♦ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>Anthony Trasatti has more than 20 years of accounting, auditing, and consulting experience at the national and international levels. He specializes in large-scale program management, operational analyses, and financial and eligibility audits. He has served in a variety of operational and advisory roles for client projects.</p> <p>Mr. Trasatti was recently engaged by the City of New Orleans assisting with the financial management of their \$2 billion recovery program, which includes numerous funding sources from federal and state agencies. In addition, he oversees the financial compliance unit that provides fiscal monitoring of the \$411 million grant the City received from disaster Community Development Block Grants (CDBG). He manages a team comprised of over 30 professionals from financial management, accounting, and engineering backgrounds.</p> <p>Mr. Trasatti was engaged previously supporting FEMA’s Individual Assistance (IA) programs at the Louisiana Transitional Recovery Office. As the Project Manager, Mr. Trasatti was responsible for the overall delivery of client services and execution of program deliverables. Mr. Trasatti provided reporting and program analysis for senior management in the delivery and administration of the Hurricane Katrina temporary housing program in Louisiana. He has overseen technical support to all IA systems and databases, including the FEMA Response and Recovery Applicant Tracking System, Work In Progress, Maintenance Deactivation Contractor Tool, and WebAR. Mr. Trasatti supported the 2004 Florida Hurricane Disaster Recovery as a FEMA technical specialist and FEMA’s response to the September 11, 2001 attack on the World Trade Center as a financial specialist.</p> <p>Prior to joining Hagerty Consulting, Mr. Trasatti spent six years as a senior manager at PricewaterhouseCoopers in their international offices of Moscow, Russia, and Kyiv, Ukraine. He advised the Russian State Property Committee on legislative and operational reform and implementation of Russia’s Mass Privatization Program. Mr. Trasatti was also a principal party responsible for practice development and establishing the Kyiv office (growing the staff and client base, increasing service and technical capabilities).</p> <p>Mr. Trasatti also spent five years with the Price Waterhouse Office of Government Services, where he focused on federal government audits, internal control reviews, compliance reviews and auditable surveys.</p>	<ul style="list-style-type: none"> <li>♦ Directs Hagerty’s large-scale field operations in the Gulf Coast</li> <li>♦ Project Management experience with the City of New Orleans financial disaster recovery and disaster CDBG grants</li> <li>♦ Experience with FEMA’s Individual Assistance, Public Assistance, and Community Disaster Loan programs</li> <li>♦ Project Manager in support of data management for the temporary housing mission at the LA TRO</li> <li>♦ Public Assistance Coordinator during the 9/11 World Trade Center disaster recovery</li> <li>♦ Federal financial management and auditing experience</li> <li>♦ Significant experience with large-scale project management, practice development and leadership roles</li> <li>♦ Experience working with governments of Ukraine and Russia on privatization and other issues</li> <li>♦ Member of the American Institute of Certified Public Accountants (AICPA)</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>♦ B.B.A., Bachelor of Business Administration, 1990, Concentration in Accounting, James Madison University</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Vice President for Field Operations, Hagerty Consulting, Inc., 2003-Present**

- Directs Hagerty's large-scale field operations in the Gulf Coast
- Provides project management and subject matter expertise to Community Development Block Grant (CDBG) and FEMA programs, including FEMA's Individual Assistance Program and CDBG's disaster assistance grants

### **Individual Assistance Program, Federal Emergency Management Agency (FEMA), 2004-Present**

- Worked in the New Orleans Transitional Recovery Office (TRO), Louisiana, July 2006 – Present; Baton Rouge Joint Field Office, Louisiana, September 2005 – July 2006; and the Orlando Joint Field Office, Florida, September 2004 – August 2005
- Serves as the principal point of contact supporting the Individual Assistance Program and direct housing mission at the LA TRO in New Orleans
- Serves as the lead program analyst responsible for creating reports and analysis to monitor and evaluate the activities of the IA direct housing program. In this capacity, he oversees the development of reporting tools and the review of program procedures to facilitate the achievement of program objective
- Helped create a database management information system used to improve the quality of the data and to direct the workload of hundreds of FEMA personnel providing temporary housing units to applicants with urgent housing needs
- Other activities include briefings to senior management, interpretation of IA data and projections of housing activity; creation of new procedures to enhance program efficiencies, and acting as a key liaison to external parties. Mr. Trasatti's knowledge and experience with existing information systems (NEMIS, FRRATS, WIP, DARAC) and other tools (GIS, InfoView) provide analytical and technical support, and his knowledge of IA programs and eligibility requirements provide coordination and planning support. He has been instrumental in designing reports and enhancing existing systems, including updating FRRATS and developing the WIP, that have better enabled FEMA to manage its temporary housing programs
- Helped manage the data needs of the direct housing operation following the 2004 Florida Hurricanes
- Led a team that conducted data analysis, prepared reports, and helped advise the Federal Recovery Office on strategic and operational issues related to direct housing

### **Project Executive/Manager, City of New Orleans (City Hall), CDBG and FEMA Specialized Services, 2008-2012**

- Oversaw the technical, financial, and grants management support for the City of New Orleans' \$400M CDBG program. The program was established after Katrina to spur housing initiatives, economic development, and other community programs
- Led a team that assists the City to administer and monitor the individual project grants funded by CDBG. Specifically, the team establishes financial reports and analysis of CDBG funds including cash flows, budgets, projections, and reconciliation of funded amounts



- The team also helped to establish program monitoring techniques and checklists of eligible activities for matters of compliance. Our team will also provide technical assistance to sub-recipients and sub-grantees to train and provide guidance regarding CDBG requirements and reporting practices
- Assisted the City of New Orleans' Finance Department track all financial transactions related to the City's Infrastructure Recovery Program
- The team developed a web-based database solution that tracks over 200 capital recovery projects, 300 FEMA Project Worksheets (PWs) (i.e., grant applications) currently totaling over \$200 million, PW versions, version requests, expenditures, and reimbursements
- The team was responsible for recommending funding strategies for each recovery project and providing cash flow models of the various funding sources. Hagerty also performs an operational role by processing vendor invoices; submitting reimbursement requests and versions; and routing contracts and contract amendments

**Community Disaster Loan Program consultant, Federal Emergency Management Agency (FEMA), 2004- 2004**

- Performed financial reviews of loan cancellations submitted by applicants under the Community Disaster Loan (CDL) program
- Conducted analysis and drafted reports allowing FEMA to make program decisions regarding the loan cancellation applications submitted by the City of Ada, MN, and the United States Virgin Islands

**Public Assistance Coordinator, Federal Emergency Management Agency (FEMA), 2003- 2004**

- FEMA's Public Assistance (PA) program provided over \$8 billion in grants to State and local governments for response and recovery efforts related to the World Trade Center disaster of September 11th, 2001
- Served as Public Assistance Coordinator (PAC) for the Port Authority of New York & New Jersey, one of the Agency's largest applicants eligible for federal financial assistance
- Primary representative within FEMA responsible for managing the distribution of federal financial assistance
- Reviewed project reimbursements for quality control and project compliance

**Senior Manager, Price Waterhouse/PricewaterhouseCoopers, 1990 – 2002**

- An experienced manager within the audit and business advisory services of the commercial practice and a lead manager of the Transaction Services group, offering specialized products and services to support the international investor community, including due diligence assignments and buy-side transactions
- Focused on federal government audits, internal control reviews, compliance reviews and auditable surveys

**SPECIALIZED TRAINING**

- Member of American Institute of Certified Public Accountants, 1991

◆ SUBJECT MATTER EXPERT

◆ SUBJECT MATTER EXPERT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a Certified Public Accountant with more than twelve years of public and private sector consulting and accounting experience. He has participated in financial statement and compliance audits of the Social Security Administration, U.S. Department of Education, and U.S. Department of Housing and Urban Development. He has also served numerous government agencies on a wide variety of consulting projects, including the development, interpretation, and implementation of laws, regulations, and policies applicable to the Federal Emergency Management Agency's various programs and the use of financial modeling techniques for a variety of organizations including the Federal Emergency Management Agency and the U.S. Postal Service. During his time in the private sector, he supervised and conducted complex audits in the healthcare, financial services, and manufacturing industries.</p> <p>FEMA has provided a range of financial analysis and project management services to FEMA's Disaster Assistance Directorate. ██████████ conducted a unit-cost study of FEMA's Individual Household Program, which involved the collection, organization, analysis, and presentation of financial information for a complex multi-million dollar operation. As the lead analyst for FEMA's Debris Reasonableness Cost Study, he identified the main drivers behind debris management costs and developed a series of innovative options for FEMA to help control escalating debris management costs. ██████████ supervised the updating of FEMA Schedule of Equipment Rates for FEMA's Public Assistance Program. ██████████ has also supported FEMA Public Assistance Operations on the Northridge and World Trade Center recovery efforts.</p> <p>Prior to providing financial consulting and accounting services for Hagerty Consulting, ██████████ was a Senior Accountant in PricewaterhouseCoopers (PwC) Office of Government Services and Assurance and Business Advisory Services.</p>	<ul style="list-style-type: none"> <li>◆ Served as a Public Assistance Coordinator for the World Trade Center Disaster</li> <li>◆ Provided financial consulting and review services for the Northridge Earthquake Disaster</li> <li>◆ Supervised the updating of the FEMA Schedule of Equipment Rates.</li> <li>◆ Conducted a unit-cost study of FEMA's Individual and Households Program</li> <li>◆ Analyzed costs associated with post-disaster debris operations and developed recommendations to control costs.</li> <li>◆ Conducted various financial modeling engagements for FEMA and USPS</li> <li>◆ Provided accounting and financial consulting services to FEMA, SSA, Education, HUD, USPS, VA, DoD and multiple private sector clients</li> <li>◆ Knowledgeable in accounting principles for both the public and private sector</li> <li>◆ Certified Public Account with 12 years of experience</li> </ul>
<b>EDUCATION</b>	◆ Bachelor of Business Administration in Accounting, Concentration in Accounting Information Systems, James Madison University, 1994, Cum laude
<b>CERTIFICATION</b>	◆ Certified Public Accountant, 1994



## RELEVANT WORK EXPERIENCE

**Consultant, Hagerty Consulting, Inc.**, October 2001 to present

- Served as a Public Assistance Coordinator for the World Trade Center Disaster. In this capacity, [REDACTED] identified specific needs for specialized resources and addressed these needs by coordinating a multi-disciplined team of accountants, engineers, telecommunication specialists and insurance specialists to ensure that city agencies and the Port Authority of New York/New Jersey received accurate and timely reimbursement for disaster-related costs, in accordance with federal policies and regulations. The magnitude and nature of this disaster required new and innovative approaches to resolve complex financial and policy issues under extraordinary circumstances. As a FEMA representative, [REDACTED] played a critical role in resolving these issues during the early states of response and recovery.
- Conducted a unit-cost study analysis of FEMA's Individual Household Program. This engagement involved the collection, organization, analysis, and presentation of financial information for a complex multi-million dollar operation.
- Participated in the Debris Cost Reasonableness Study. The purpose for this study was to develop an approach to establishing a reasonable cost basis for post-disaster debris management activities. [REDACTED] assisted with identifying the main drivers behind debris management costs and developing a series of innovative options for FEMA to implement in an effort to better control escalating debris management costs.
- Provided cost analysis support for debris management operations during Hurricane Ike. In this capacity, [REDACTED] analyzed the debris removal and monitoring contracts used for this disaster. The results of his analysis were given to the FEMA debris team located at the JFO. The primary objective was to ensure that the contracted rates for Hurricane Ike debris operations were reasonable.
- Supervised the updating of the FEMA Schedule of Equipment Rates. This Schedule has approximately 312 different pieces of equipment that Public Assistance applicants can use for their response and recovery operations. In addition to updating all the rate calculations, this engagement streamlined the process by creating a spreadsheet model that clearly identifies the methodology used and support for each calculation. This spreadsheet model was delivered to FEMA allowing them to make future updates and adjustments more frequently and with less effort.
- Supervised an Equipment Rate Study of FEMA's Fire Management Assistance Grant Program, the primary objective of which was to review and evaluate the reasonableness of fire-fighting equipment rates.

**Senior Accountant, Senior Consultant, Consultant, Price Waterhouse and PricewaterhouseCoopers LLP**, August 1994 – June 2000

- Supervised complex financial audits of multi-billion dollar Federal agencies resulting in an opinion on the financial statements, report on internal controls, report on compliance with laws and regulations, and management recommendations.
- Supervised and conducted financial statement audits and reviews in a variety of private sector industries including healthcare, financial services, and mid-size private companies.



- Assisted in the administration of the Public Assistance grant program for Federally declared disasters.
- Gained experience with asset-backed securities, financial analysis, and statistical sampling.
- Designed and implemented an internal database to improve project management and documentation control for all of PricewaterhouseCooper's FEMA engagements nationwide.
- Performed a variety of special projects, including specialized inventories, investigative reviews, legislative research, and implementation of new Federal policies.

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## **Project Manager**

### **KEY SKILLS**

**15 Years Information Technology Experience**

**2 Years Database Management Experience**

**Database Modeling, Design & Administration**

**System Solutions Management**

**Process Improvement**

**Confidential Information**

### **EXPERIENCE**

#### **Solix, Inc.**

##### **Manager – Database Administration**

Provide administration, planning, implementation and maintenance of applications. Specific responsibilities include:

- Plan, design, and implement database solutions developed according to business requirements
- Perform database tuning and enhancements
- Provide production support of databases
- Provide day-to-day database support to the development team

#### **Solix, Inc.**

##### **Database Architect**

- Designed and implemented a file processing mechanism for California Lifeline Program
- Mechanism ensures file validation and modifies it according to business rules
- System also generates an error report for files which do not meet system requirements

#### **Macrosoft, Inc.**

##### **Senior Programmer / Analyst**

- Performed data analysis and design for web-based designs, including training and adherence to development standards

#### **Previously Held Positions**

- Senior Developer and Application Developer and Technical Lead (Consultant) for following companies: Constellation, Inc. Cyberwolf, Inc., NRPI, Inc., Blackmon Mooring Steamatic, and ChartGuard, Inc.

### **EDUCATION**

- Master of Computer Science, University of Karachi
- Bachelor of Computer Science, University of Karachi

### **SKILLS**

- Databases: SQL Server 2000/2005/2008
- Tools: SSRS, SSIS, SSAS, MS Data Transformation Services, ERWin, UML, Rational Rose, Crystal Report 10.0
- Operating Systems: Windows NT/98/XP/2000/2003/Vista
- Languages: C#, VB.Net, Transact-SQL, PL/SQL, HTML, XML
- IDE: MS Visual Studio.Net, Dream Weaver MX
- Scripting: Cold fusion, JavaScript, VBScript

<span style="font-size: 1.2em;">◆</span> PROJECT MANAGER	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a valuable asset to expedite post-disaster recovery efforts with Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Program. ██████████ possesses strong knowledge of the PA Program through multiple disaster experience as a PAC Crew Leader (formerly Public Assistance Coordinator or PAC) and Project Specialist, as well as in additional Specialist roles as an Environmental Specialist and Special Considerations Liaison.</p> <p>██████████ is capable of developing large proposals under Hazard Mitigation 406. She is proficient in use of FEMA's databases for case management, project tracking, and report generation. ██████████ possesses expertise in interpreting program requirements, regulations and policies to provide effective technical assistance and creative options to government partners and applicants.</p> <p>██████████ also has experiences of success and specialization in Private Non-Profit Applicants and Tribal / Native American Governments.</p> <p>██████████ is an excellent communicator and is highly effective as leader and team member. She has been the primary point of contact between FEMA, Chief Executive Officers and Chief Financial Officers of hospital and medical research institutions of the Texas Medical Center in the aftermath of Tropical Storm Allison. She is also a clear and knowledgeable presenter of Public Assistance program regulations and policies to all audiences. As a project manager, ██████████ prides herself on ensuring project success by developing positive, effective working relationships within teams and among organizations.</p> <p>In addition to being a strong leader and team member, ██████████ has the capability to work independently with strong initiative, exceptional work ethic, and keen problem solving abilities.</p> <p>██████████ honors include the Excellence in Brownfields' Redevelopment Certificate of Appreciation, USEPA Region V, Brownfields' Conference, November 2006 and the Commendation Award, International Narcotic Enforcement Officers Association, Inc., October 2005.</p> <p>Notably, ██████████ is also a nationally recognized expert for characterizing methamphetamine deposition patterns and infiltration of structural materials in homes-designed studies, collected and analyzed data.</p>	<ul style="list-style-type: none"> <li>◆ Developed scopes of work and damage estimates for grant applications for road, drainage, and bridge repairs</li> <li>◆ Member of national work groups to determine needs for state legislation and policy on cleaning residual meth lab contamination; witness to legislative process and committee reviews of bills</li> <li>◆ Co-authored remediation guidance for homes and properties of clandestine home "labs"</li> <li>◆ Presented complex information to professional and lay audiences of 20 to 400, at national conferences; and on agency website</li> <li>◆ Authored FEMA requested report of recommendations for funding agency coordination and amendments to policy and regulatory language</li> <li>◆ Saved estimated \$2M by avoiding environmental assessment costs for proposed 260 mile agricultural drainage reconstruction</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ M.S., Public Health, Environmental Health Science, San Diego State University, 1996</li> <li>◆ B.S., Health Science, San Diego State University, 1992</li> </ul>





## **RELEVANT WORK EXPERIENCE**

### **Independent Consultant, 2010-Present**

- Business Planning and Development, Investigator/Advisor, Analyst/Technical Writer, Reader and Editor, Conference Planning

### **PAC Crew Leader/Project Specialist, AECOM//Emergency Response Program Management Consultants (ERPMC), 2008**

- Developed scopes of work and damage estimates for grant applications for road, drainage, and bridge repairs
- Analyzed applicant needs and led engineering team final review and approval of engineers' submittals for clarity and accuracy to meet regulatory and policy grant requirements; mentored new employees; managed, performed QA/QC of database entries
- Identified interdepartmental inefficiencies and developed processes to ensure timely review and consistency of project approval by hazard mitigation team

### **Project Consultant Senior/Contaminated Site Research, Minnesota Pollution Control Agency, 2004-2007**

- Nationally recognized expert for characterizing methamphetamine (meth) deposition patterns and infiltration of structural materials in homes-designed studies, collected and analyzed data
- Co-authored remediation guidance for homes and properties of clandestine home "labs"
- Member of national work groups to determine needs for state legislation and policy on cleaning residual meth lab contamination; witness to legislative process and committee reviews of bills
- Presented complex information to professional and lay audiences of 20 to 400, at national conferences; and on agency website

### **Public Assistance Coordinator, AECOM / Emergency Response Program Management Consultants, 2003**

- Interpreted new regulations affecting federal grant reimbursement to non-profit organizations
- Authored FEMA requested report of recommendations for funding agency coordination and amendments to policy and regulatory language

### **Environmental Specialist, DR-1288-MN, 2002-2003**

- Saved estimated \$2M by avoiding environmental assessment costs for proposed 260 mile agricultural drainage reconstruction
- Interviewed government and regulatory personnel, documented findings, and researched jurisdiction, then created and negotiated agency agreements for project segment approval and oversight among 14 agencies and the Red Lake Band
- Co-created state programmatic and project policy for agricultural water management reconstruction projects with Minnesota Department of Emergency Management

### **Public Assistance Coordinator, Project Office, Federal Emergency Management Agency (FEMA), 2001-2002**



- Primary point of contact between FEMA, Chief Executive Officers and Chief Financial Officers of hospital and medical research institutions of the Texas Medical Center in the aftermath of Tropical Storm Allison
- Engineering team lead for six engineers and an architect to coordinate and review preparation of multimillion dollar grant applications and hazard mitigation proposals
- Organized weekly mid-level management meetings to ensure consistency in interpretation of regulations for equitable applicant service in grant reimbursement applications

**Environmental Specialist, Environmental Liaison Officer, Special Considerations Liaison, Project Officer, DR-1281-NV, DR-1333-MN, DR-1348-HI, 1999-2002**

- Reviewed projects for compliance under the National Environmental Policy Act (NEPA) including the Endangered Species Act, Executive Orders 11988 (Floodplain Management) and 11990 (Wetland Protection), and National Historic Preservation Act, Section 106, in, Nevada, Minnesota, and Hawaii
- Established and maintained interagency coordination with state and local environmental and historical preservation agencies to streamline public facility reconstruction approvals
- Identified biohazard in applicant facility as a probable pre-existing condition and reported biohazard to the CDC as the representative of FEMA
- Identified PAH-contaminated soils at soccer field post-flooding. Initiated and documented contact with Hawaii Department of Health regarding determinations of contamination levels and required clean-up levels to address Federal Coordinating Officer's (FCO) concerns regarding FEMA's possible legal responsibilities

**PRIOR PROFESSIONAL EXPERIENCE**

- Environmental Scientist / Toxicologist, ChemRisk, McLaren/Hart Environmental Engineering, 1997-1998
- Environmental Health Educator, County of San Diego, Department of Environmental Health, 1996-1997
- Water Reuse Researcher/ Team Lead, City of San Diego, Metropolitan Wastewater Department, 1994-1995

**SPECIALIZED TRAINING**

- Train-the-Trainer Certification, University of Minnesota and Bob Pike Group, 2009
- Professional Project Manager (CPPM) Certification, University of St. Thomas, 2008
- 40 Hour Mediation Skills Training, Mediation Center for Dispute Resolution, Hamline University, 2009
- Emergency Management Institute/FEMA Courses and Training:
  - Debris Operations
  - Public Assistance Operations II / PAC
  - Crew Leader
  - 406 Hazard Mitigation Grant Program
  - FEMA Responsibilities: Coordinating Environmental & Historical Compliance



- Public Assistance Operations I
- Cost Estimating Format
- National Emergency Management Information System (NEMIS) Training
- National Environmental Policy Act Training (NEPA)

◆ PROJECT MANAGER	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a Certified Public Accountant with over 20 years of experience in accounting, project management, and management consulting. He has experience and a working knowledge of grants management, internal controls, and audit preparation, having provided consulting services to FEMA grant programs and FEMA grantees.</p> <p>██████████ served as a Technical Assistance Contractor for the FEMA Louisiana Transitional Recovery Office (LA TRO) Individual Assistance (IA) program. In this role, he provided analytical and technical support for the LA TRO Call Center and the Applicant Services department and has been instrumental in facilitating rollout of database enhancements. ██████████ assisted the City of New Orleans to identify their needs for a system and processes to more effectively manage their post-Katrina disaster recovery grants, including grants from FEMA and HUD.</p> <p>██████████ provided technical assistance to FEMA's Public Assistance program on the development of a Debris Cost Database which includes contract costs for debris services throughout the country, and will increase transparency in the post-disaster debris services market, creating efficiencies for FEMA's grantees and controlling costs.</p> <p>██████████ initially served as Project Manager and then as a Senior Management Consultant for the Joint Housing Solutions Group project for FEMA's Disaster Assistance Directorate. In this role, ██████████ led a team that supported FEMA's efforts to identify, evaluate, and eventually deploy alternative disaster housing solutions.</p> <p>██████████ provided financial expertise for the Chippewa Cree Health Board Clinic Business Interruption Claim. He performed a thorough analysis of the Monthly Revenue, Expense and Patient visits to determine the projected loss related to the disaster. ██████████ utilized his financial analysis and technology skills to finalize an analysis of Debris removal for Chambers County, TX damaged by Hurricane Ike. The goal is to determine what costs were acceptable and note any overages for possible reclamation. ██████████ performed site visits and analyzed contractor invoices, circuit damage and electrical outage logs in support of the Public Assistance effort for the damage caused by Hurricane Irene on Long Island, NY.</p> <p>Recently, ██████████ completed a GAP Assessment for the State of Rhode Island. The GAP Assessment identifies the organic resources available to the State of Rhode Island and classifies those resources based on the 31 core capabilities of the National Preparedness Goal. The GAP assessment report will additionally aid in the completion of the State Preparedness Report.</p> <p>██████████ began his career at the Big 4 accounting firm Ernst &amp; Young, where he managed and provided oversight on more than 100 client engagements.</p>	<ul style="list-style-type: none"> <li>◆ 20 years of experience in accounting, project management, and management consulting experience</li> <li>◆ Certified Public Accountant</li> <li>◆ Managed and provided oversight on more than 100 client engagements for a Big Four accounting firm</li> <li>◆ Experience with FEMA's Individual Assistance and Public Assistance grant program</li> <li>◆ Utilized his financial analysis and technology skills to finalize an analysis of Debris removal for Chambers County, TX damaged by Hurricane Ike</li> <li>◆ Provided technical assistance to help the City of New Orleans manage its post-Katrina disaster recovery grants</li> <li>◆ Provided analytical and technical expertise to support the development and maintenance of databases for FEMA's IA program in Louisiana</li> <li>◆ Providing technical assistance to support initiatives to help FEMA grantees control costs for debris operations</li> <li>◆ Provides comprehensive analytical, financial, and information technical expertise</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ Bachelor of Science in Accounting, 1990, Rochester Institute of Technology</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **GAP Assessment Lead, Rhode Island THIRA, 2012-2013**

- Performed a GAP Assessment for the State of Rhode Island in the support of the Threat and Hazard Identification and Risk Assessment (THIRA) Report
- The GAP Assessment identifies the organic resources available to the State of Rhode Island and classifies those resources based on the 31 core capabilities of the National Preparedness Goal
- The assessment then compares the resources to the THIRA targets to identify any gaps
- The GAP assessment report will additionally aid in the completion of the State Preparedness Report

### **Senior Accountant, Long Island, NY, 2011-2012**

- Performed site visits for the Department of Design & Construction and the Town of North Hempstead in support of the Project Worksheets for sidewalk, curb and road repair
- Utilized his financial analysis and technology skills to aid in the review the Long Island Power Authority and National Grid contractor invoices in excess of \$150 million for repairs performed after Hurricane Irene
- Performed additional analysis to identify repairs performed according to circuit damage and outages

### **Senior Management Consultant, Chambers County, TX, 2011**

- Utilized his financial analysis and technology skills to finalize an analysis of Debris removal for Chambers County, TX damaged by Hurricane Ike
- The area was declared a health hazard by the county which made it eligible for PA work
- There is some question regarding eligible costs which FEMA has analyzed to compare to an initial OIG audit. The analysis is focused on the work performed
- The ultimate goal was to determine what costs were acceptable and note any overages for possible reclamation by going through the bills and detailed logs to determine if the time charged is accurate

### **Senior Management Consultant, Chippewa Cree Health Board Clinic, 2011**

- Provided financial expertise for the Chippewa Cree Health Board Clinic Business Interruption Claim
- Performed a thorough analysis of the Monthly Revenue, Expense and Patient visits for the prior 2 years as a baseline comparison to determine the projected loss related to the disaster period beginning in June, 2010
- Reconciled the FEMA Project Worksheets to the actual project expense to date in order to provide the best possible estimate of insurable costs



### **Senior Management Consultant, Joint Housing Solutions Group, 2008-2010**

- Managed a blended project team that provided mission support, readiness planning, and technical assistance to FEMA's Joint Housing Solutions Group, a joint FEMA –HUD task force that seeks to improve FEMA's disaster housing capacity by increasing the range of housing options provided to communities impacted by disasters
- The Hagerty team performed a variety of services to support the JHSG including Project management, Operational planning, Technical writing, Facilitation, Modeling, User requirements definition, Advising on procurement requirements
- Worked at FEMA headquarters, [REDACTED] interacted daily with the FEMA Project Director, to coordinate staffing and workflow, monitor program budget and spend plans, prepare program assessment reports, schedule briefings and conference calls, and collaborate with other FEMA program stakeholders
- Developed the processes and tools to integrate vendor alternative housing information with the team's Contact database and generate a Compendium of Alternative Housing options

### **Senior Management Consultant, FEMA's Public Assistance program Debris Cost Database, 2010**

- Provided technical assistance to FEMA's Public Assistance program on the development of a Debris Cost Database
- Combined existing data from various spreadsheets to develop a Microsoft Access database that will track contract costs for debris services throughout the country
- Provided a demonstration to a select group of FEMA officials to aid in their understanding of the use of the database

### **City of New Orleans, 2008**

- Provided a review of the internal controls assessment findings, accounting methodology and audit checklists to support the City's Financial Accounting Unit
- The final deliverable was a report identifying their need for a system and processes to more effectively manage their post-Katrina disaster recovery grants, including grants from FEMA and HUD

### **Technical Assistance Contractor, FEMA Individual Assistance, 2007-2008**

- Provided support for the Applicant Services department and Call Center response to the FEMA formaldehyde lawsuit
- Provided business requirements, technical specifications, user interface design documents, use case scenarios and analytical formulas to enhance FEMA databases and web-based interfaces
- Provided quality assurance and testing of the FRRATS database
- Participated in the training of the 80+ Applicant Services and Call Center employees on the use of the formaldehyde issue enhancements to the FRRATS database
- Conducted user acceptance interviews and one-on-one support to ensure the proper use of the tools (FRRATS, WIP, Web AR) implemented to aid Applicant Services and the Call Center with the alternative housing location process
- Customize the applications to the particular needs of the users



**Wealth Advisor, Legg Mason Wood Walker, Inc., 2004 – 2006**

- Provided financial planning support to the Financial Advisors and general support for the various financial planning software applications
- Development of a CRM Database in Access to track customer relationships for the Wealth Advisory and Planning Services Group
- Responsible for testing and providing second tier user support for the AdvisorDecide Wealth Management System and Thomson Wealth Management System (Enterprise financial planning software)

**Product Designer/ Project Manager, Informa Investment Solutions (NetDecide Corp.), 2001 – 2004**

- Provided tax and general financial planning subject matter expertise for the development of various web based applications for the AdvisorDecide Wealth Management System (Enterprise financial planning software)
- Responsible for providing functional analytics, business requirements, use case scenarios and testing documents
- Developed various excel based testing spreadsheets used in the automated regression testing for more than 5,000 test plans
- Created and maintained an MS Access database to define the attributes and track all inputs in the system, allowing customers to define their own specific minimum, maximum and default values
- Composed various end user reports and standardized the layout, format, style and charts used in all of the reports

**Manager, Tax resource and subject matters expert, Ernst & Young, LLP, 1989-2000**

- Managed over 100 client engagements and acted as a subject matter expert on internal projects focused on process improvement, document management and web applications
- Performed as tax resource and subject matters expert on the E&Y Tax Compliance Reengineering (TCR) Project focused on creating new processes and procedures for the preparation of client tax returns. One of the initial staff selected for the TCR project
- Participated as a member of a team responsible for the development, testing and deployment of the Electronic Compliance File (ECF) application. The ECF was developed to serve as an electronic repository for all data needed in the preparation of a client's tax return. This greatly reduces the cost of storage and allows files to be viewed and the preparation performed from any location
- Trained tax and support center staff with the new application
- Provided financial planning support to the Financial Advisors and general support for the various financial planning software applications



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## Project Manager

### KEY SKILLS

#### 11 Years Schools and Libraries Program Experience

Performance Management

Vendor Management

Process Improvement

Audit Coordination

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### EXPERIENCE

#### Solix, Inc.

##### General Manager – Federal Programs

Responsible for all Solix operations supporting the **Confidential Information** and **Confidential Information** as administered by the **Confidential Information**. Specific responsibilities include:

- Direct the funding of over \$2.6 Billion annually
- Coordinate all functions of the Programs so as to achieve customer satisfaction by meeting or exceeding **Conf** quality and performance goals, while maximizing efficiency and meeting budget commitments
- Plan, organize, and manage staff to ensure high-quality, well-trained staff is committed to supporting the Programs
- Oversee Solix's procedures development, business requirements development, user acceptance testing, and quality assurance review in support of the Programs
- Act as single point of contact for **Conf** concerning audits and preparation of responses to audit findings

#### CIGNA

##### Registered Representative

- Developed client base of business owners and retirees for estate and financial planning
- Developed and presented seminars in estate and business planning
- Coordinated planning process with clients' attorneys and accountants

#### Stratford Industries, Inc.

##### President

- Estimated costs, interpreted architectural plans, negotiated contracts, and organized demolition and asbestos abatement projects
- Managed field operations including personnel and equipment
- Established and managed asbestos abatement division, including estimating jobs, controlling costs, personnel management, licensing, and government agency interactions

### EDUCATION

- MA Organizational Management, University of Phoenix
- BS Accounting, Lehigh University



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██████████, Project Manager

**SUMMARY OF EXPERTISE**

██████████ began his career as a junior accountant with the Deloitte & Touche Princeton office in August of 2000. After two years he was promoted to senior accountant in September 2002. After four years with Deloitte & Touche, ██████████ joined Bagell, Josephs, Levine & Company and its strategic partner, Holmes & Company LLC. ██████████ was promoted to audit supervisor with Bagell, Josephs, Levine and Company in June 2007. As supervisor in the Audit Department of Holmes & Co. He is responsible for overseeing the performance of audits, reviews, and compilations. His primary responsibilities include: audits (financial and Sarbanes-Oxley-internal control) of publicly traded registrants in accordance with regulations of the Securities and Exchange Commission (SEC) audits of financial of closely-held businesses, and audits of governmental and nonprofit entities.

**PROJECT EXPERIENCE**

*PRIVATE INDUSTRY*

██████████ has 9 years of experience in public accounting. His experience includes audits of various types of clients including, as follows: supervisor for MPM Venture Associates, LP which operates 7 apartment complexes, supervisor for Precision Aerospace Components Inc, supervisor for Giant Motorsports, Inc, senior on the audits of over 80 mutual funds for Merrill Lynch Mutual Fund and Investment Managers, and senior for the Cendant Mortgage, where he worked on securitization and FAS 91 topics.

**EDUCATION**

MS in Accounting – Drexel University  
Philadelphia, PA

BA in Economics – Rutgers University  
New Brunswick, NJ

◆ PROJECT MANAGER	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ has more than 7 years of professional experience, including 5 years as a public sector consultant.</p> <p>Most recently, ██████████ has provided reviewed appeals for the Federal Emergency Management Agency (FEMA) Public Assistance (PA) Program. She analyzed applicable regulations and policies to provide recommendations on appeal decisions and drafted responses for FEMA.</p> <p>Prior to her work with Hagerty Consulting, ██████████ was a Budget Analyst with the Office of the Chief Financial Officer for the Government of the District of Columbia. ██████████ managed budgets for three District agencies and assisted the Budget Director to oversee budget activities for 14 District agencies, from budget formulation through execution and closeout.</p> <p>As a consultant with IBM Business Consulting Services, ██████████ provided process improvement and management consulting to a wide range of federal agencies, including FEMA, the Agency for International Development (USAID), and the Postal Service (USPS). ██████████ provided consulting services to the FEMA PA Program following nine declared disasters and emergencies.</p> <p>██████████ holds a Bachelor of Science degree in Economics from Duke University.</p>	<ul style="list-style-type: none"> <li>◆ Following the World Trade Center Disaster, successfully managed the preparation of more the 50 grants totaling over \$300 million for NYC agencies</li> <li>◆ Developed the business case for a large-scale investment by the USPS, which was approved by the Board of Governors</li> <li>◆ Budget Analyst for DC Government, responsible for full life cycle of budgetary management for three District agencies</li> <li>◆ BS in Economics, Duke University</li> </ul>
<b>EDUCATION</b>	◆ Bachelor of Science in Economics, Duke University, 2000.



## RELEVANT WORK EXPERIENCE

### **Senior Project Manager, Hagerty Consulting, Inc., 2010-Present**

- Manage the review policy decisions made by the FEMA Public Assistance Program that have been appealed by FEMA Applicants. Provide guidance to the team preparing Appeal Documentation. Review documentation submitted by the applicant, research applicable FEMA policies, and consult with subject matter experts. Draft appeal responses for FEMA. Manage project budget and time line.
- Develop and manage project budgets for multiple large contracts. Submit cost estimates for new task orders.
- Track contracts and staff deployment in database.

### **Budget Analyst, Government of the District of Columbia (DC), Office of the Chief Financial Officer, (May 2005 - April 2007)**

- Assisted Budget Director with oversight of budget development and execution for 14 District of Columbia agencies. Answered questions about budget execution and development for agency financial staff. Using accounting software, developed standard reports for use in budget monitoring and reporting on agency financial activities. Developed tools to evaluate, track, and summarize budget submissions. Reviewed agency budget submissions and identified improvement opportunities.
- Organized, tracked, and monitored grant budgets, modifications, and expenditures for all agencies within the Economic Development and Regulation Cluster. Reviewed requests for grant budget modification.
- Independently formulated and executed the budget for an agency and assisted with budget formulation and execution for three additional agencies. Drafted quarterly financial reports, monthly spending plans, payroll projections, journal vouchers, and capital outlay position reports.

### **Consultant, IBM Business Consulting Services (formerly PricewaterhouseCoopers, LLP), (August 2000 – April 2005)**

- U.S. Agency for International Development (USAID), Phoenix Program Management, Financial System Implementation, January 2005 to April 2005. Evaluated management reports and made process improvement recommendations. Wrote an Alternatives Analysis for USAID's Chief Financial Officer to evaluate the impacts of various deployment schedules.
- Federal Emergency Management Agency (FEMA), Hurricanes Charley, Frances, and Jeanne, Public Assistance, August 2004 to December 2004. Evaluated eligibility of requests for federal funding and prepared grants for debris removal and emergency protective measures for Orange County and several smaller jurisdictions.
- U.S. Postal Service (USPS), Network Operations Management, Decision Analysis, August 2003 to August 2004. Managed team of four to create a Return on Investment (ROI) model for an investment in scanning technology. Wrote the business case for the investment, which was approved by the USPS Board of Governors.
- Federal Emergency Management Agency (FEMA), Region III (Mid-Atlantic) President's Day Snowstorms, Public Assistance, Applicant Systems Assessment, April 2003 to August 2003.



Assessed the adequacy of the financial reporting systems of six state Departments of Transportation to properly report financial information FEMA for reimbursement of disaster-related costs.

- Federal Emergency Management Agency (FEMA), World Trade Center Attack, Public Assistance, October 2001 to April 2003. Served as the federal liaison to the New York City Fire Department (FDNY), the New York City (NYC) Office of the Mayor, and the Office of Management and Budget. Led a team of four specialists to prepare more than 50 federal grants to these agencies for over \$300 million. Prepared policy memos for FEMA management with grant eligibility recommendations. Drafted policy guidance memos for FEMA staff.
- U.S. Department of Housing and Urban Development (HUD), Moving to Work (MTW) Demonstration, Technical Assistance, January 2001 to October 2001. Evaluated the effectiveness of the MTW Demonstration through collection of qualitative data from interviews and focus groups and quantitative data from Public Housing Authority (PHA) records and systems. Completed a policies and procedures manual for the Greene Metropolitan Housing Authority's MTW program.

◆ PROJECT MANAGER	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ has 14 years of Emergency Management and recovery experience at the State, Local and Federal levels. His Emergency Management background dates back to 1998 when he assumed the functions of Coordinator for Military Support to Civilian Authorities while on active duty in the U.S. Army.</p> <p>Senior recovery agent of the Florida Division of Emergency Management serving as the State Public Assistance Officer (SPAO). Applying my knowledge and experience of the FEMA PA program rules and policies as established under the Robert T. Stafford Act, I am responsible for the conduct of effective program presentations to state and local governments and other entities as required. During the 2012 Florida response to TS Debby (a federally declared disaster), I served as the State’s Chief of Recovery Operations in the Joint Field Office and was the principle director of daily operations in support of the state’s Recovery Operations.</p> <p>As a consultant with IEM, Inc., ██████████ deployed to disasters in Iowa (2008 Floods) and the Missouri Ice Storm of 2009. As a fulltime employee he has served as task lead on deployments as well as technical lead in proposal responses and business development efforts across the Response and Recovery sectors. He has also served in the capacity of Recovery SME in FEMA’s National Preparedness Directorate’s Technical Assistance Program to state and local jurisdictions around the country.</p> <p>Prior to his work with IEM, ██████████ served as the State Public Assistance Coordinator for the Florida Department of Emergency Management. In this capacity, he Assisted applicants (public agencies and eligible non-profit organizations) in the documentation of disaster damage to roads, buildings and equipment, public utility systems, water control facilities, and parks. Prior to that he worked as a FEMA/Insurance Specialist for Martin County Schools Risk Management Office in Stuart, Florida, inspecting and completing project worksheets for damage sustained by Hurricane’s Frances, Jeanne, and Wilma during the 2004 and 2005 Hurricane Seasons.</p> <p>Before his work with Martin County Schools, ██████████ served as a Civilian Planner with the United States Army for seven years. In this capacity he Was responsible for Transportation and Logistical Support for FEMA Region 4 and involved in Operational Planning. He also Served as facilitator for Military Support to Civilian Authorities for disasters which impacted the operational area (8 Southeastern States) from 1998 – 2003 – including Hurricanes Bonnie and Earl (1998); Hurricanes Floyd, Irene, and Dennis (1999) and numerous state-wide emergencies in the operations area.</p> <p>For fifteen years prior to his Civilian Planner work, ██████████ served as a Logistics and Planning Officer in the United States Army and National Guard. He served as Liaison Officer for the Louisiana Army National Guard during Hurricane Andrew, until discharged in 1995.</p>	<ul style="list-style-type: none"> <li>◆ 14 years of Emergency Management and recovery experience at the Federal, State and Local levels.</li> <li>◆ As the Florida State Public Assistance Officer (SPAO), he is the senior Recovery Bureau representative for the FEMA Public Assistance grant program within the state of Florida.</li> <li>◆ Served as Recovery SME in FEMA’s National Preparedness Directorate’s Technical Assistance Program</li> <li>◆ State Public Assistance Coordinator for Florida Department of Emergency Management</li> <li>◆ FEMA/Insurance Specialist for Martin County Schools Risk Management Office in Stuart, Florida</li> <li>◆ Civilian Planner with the United States Army for seven years</li> <li>◆ Logistics and Planning Officer with the United States Army National Guard for fifteen years</li> </ul>
EDUCATION	◆ B.A., Management and Communications, 1995, Concordia University of New Orleans



## RELEVANT WORK EXPERIENCE

### **State Public Assistance Officer, Florida Division of Emergency Management, June 2012–Present**

- Applying my knowledge and experience of the FEMA PA program rules and policies as established under the Robert T. Stafford Act. I link that experience with my knowledge of insurance impacts, appeals, permitting and the construction process life-cycle and their respective impacts on administering the State's PA planning and execution.
- I supervise, motivate and direct a staff and office of over 20 personnel (3 direct-reports). I am responsible for the conduct of effective program presentations to state and local governments and other entities as required. This includes the training of staff members.
- During the 2012 Florida response to TS Debby (a federally declared disaster), I served as the State's Chief of Recovery Operations in the Joint Field Office and was the principle director of daily operations in support of the state's Recovery Operations.

### **Disaster Response and Recovery, Innovative Emergency Management, Inc., June 2008–May 2011**

- Recovery Team Manager in the absence of the Project Manager and performed Project Manager Functions including Business Development and Marketing on a regular basis. Appointed acting Recovery Manager in August 2010.
- Managed teams and concurrent projects from concept to close out, including scoping, pricing, staffing, product and service delivery, and records management to ensure compliance with associated State/Local laws and regulations and ensured timely, high quality, and cost effective delivery of services to clients.
- Assisted local, state, and federal governments in meeting their response / recovery goals within the Public Assistance Program framework following an emergency.

#### Recovery Project Development Technical Lead

- Developed modular application of leadership / skill set cells for rapid deployment and assistance to clients in response and recovery operations.
- Asset visibility mission included the tasks of affixing RF / GPS tags to cargo trailers and verifying contents. This was accomplished on flight-lines and tarmacs as well as warehouse facilities in support of the Haiti Earthquake relief efforts.

#### Task Lead, Georgia – Chattooga County 2009 Severe Storms and Flooding

- Supported the Emergency Operations center with advice on recovery issues and helped develop priority of needs for submissions to the state. Also assisted the State and FEMA in the Preliminary Damage Assessments (PDAs).
- Developed the initial scopes and damage descriptions which were in turn used to formulate projects and write the Project worksheets for the County, and two local municipalities (Summerville and Trion).
- Worked with FEMA staff on the development, completion and submission of Project Worksheets (PWs)



#### Task Lead, State of Missouri 2009 Severe Winter Storms

- Structured and deployed teams to support EOC in ESF 5 (Emergency management Operations / Planning), ESF 6 (Human services), ESF 7 (Resources / Logistics Management).
- Coordinated deployed teams around SE Missouri working in the state EOC and conducting PA/ IA preliminary damage assessments (PDAs) and opening Disaster Response Centers (DRCs).
- Simultaneously supported the EOC staff and client by serving as an operations officer in the EOC operations section

#### State of Iowa 2008 Floods

- Assisted the State of Iowa with enforcing debris eligibility determinations in favor of State applicants.
- Applied experience developing emergency response documentation and Public Assistance Grants management.
- Facilitated stakeholder meetings at city, county, and State level government entities to achieve recovery objectives.
- Assumed the duties of the Lead Public Assistance Coordinator for northwestern counties and statewide agencies.
- Assisted State applicants in documenting and updating emergency and response plans.
- Formulated projects for FEMA funding, and helped design/deliver PA assistance in a variety of ways based on the needs of the State of Iowa.
- Supervised project documentation for all categories of PA (Categories A-G), and debris validation.

#### **State Public Assistance Coordinator, Florida Department of Emergency Management, 2006 - 2008**

- Coordinated with State Project Officer, FEMA PAC, and FEMA Project Officers to perform applicant briefings, kick-off meetings, and damage assessments.
- Assisted applicants (public agencies and eligible non-profit organizations) in the documentation of disaster damage to roads, buildings and equipment, public utility systems, water control facilities, and parks. Developed damage descriptions and scopes of work.
- Prepared damage recovery cost estimates for Category A–G small, large, alternate, and improved projects.
- Conducted training sessions for subcontractors teaching the Joint Close-Out process required by FEMA as part of the Public Assistance program.
- Participated with local jurisdictions conducting informative meetings for applicants and performed presentations regarding Public Assistance and Emergency Preparedness.
- Demonstrated knowledge of Project Worksheet preparation and validation, insurance requirements, Preliminary Damage Assessments, and 404 and 406 mitigation, debris operations.

#### **FEMA/Insurance Specialist, Martin County Schools Risk Management Office, 2005 – 2006**



- Worked as a FEMA Specialist for customers and with FEMA and State personnel to inspect and complete project worksheets for damage sustained by Hurricane's Frances, Jeanne, and Wilma during the 2004 and 2005 Hurricane Seasons.
- Documented all damages for auditing purposes performed by FEMA and the Office of the Inspector General (OIG) and assisted FEMA personnel in the process.
- Reconciled invoices, purchase orders, and General Ledger entries to audit expenses for repairs to facilities and replacement of all lost items while assisting the State Risk Management office.

#### **Program Analyst, United States Army Civil Service, 1996 – 2003**

- Served as a Civilian Planner and oversaw the deployment of equipment, manpower, and training related to the deployment. Was responsible for Transportation and Logistical Support for FEMA Region 4 and involved in Operational Planning.
- Served as facilitator for Military Support to Civilian Authorities for disasters which impacted the operational area (8 Southeastern States) from 1998 – 2003 – including Hurricanes Bonnie and Earl (1998); Hurricanes Floyd, Irene, and Dennis (1999) and numerous state-wide emergencies in the operations area.
- Provided transportation and logistical support for the mission, and creating a response plan from “cradle-to-grave”. Missions were for disaster response or combat.
- As Program and Management Analyst in Force Integration Division, reviewed, analyzed, planned, and coordinated Force Structure actions for Regional Support Command (RSC) of the US Army Reserve Command.
- Employed knowledge of Department of the Army, Department of Defense, United States Army Reserve Command and Regional Support Command policies and programs.
- Provided technical advice to executive staff and subordinate command on Force Structure matters.

#### **Logistics and Planning Officer, United States Army Reserve and National Guard, 1980 - 1995**

- Served in Louisiana Army National Guard in various command and staff positions including USP&FO, and Troop Command.
- Participated in the statewide hurricane training and exercise for Louisiana in 1992 (prior to Hurricane Andrew).

##### **Hurricane Andrew Response, 1992–1995**

- Served as the Liaison Officer for the Army to FEMA and in Orleans Parish, LA from 1992 to 1993 for the Hurricane Andrew disaster response / recovery.
- Involved in the pre-planning process in Louisiana prior to Hurricane Andrew.
- Deployed to Louisiana for five days prior to the Hurricane Andrew's landfall and continued to work as Liaison Officer until discharged in 1995.

### **SPECIALIZED TRAINING**

Operations I

Operations II





Emergency Management Professional Development Series (EMI)  
Course listing available upon request.

<span style="font-size: 1.2em;">◆</span> PROJECT MANAGER	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">██████████</span> is an experienced finance professional with multiple years of experience in grants, data analysis, and financial analysis. <span style="background-color: black; color: black;">██████████</span> most recent project was working as a Project Specialist in New York for Tropical Storm Lee and Hurricane Irene. While based in Albany, New York <span style="background-color: black; color: black;">██████████</span> worked on managing the distribution of million dollar grant projects for the State Agencies of New York, including the New York State Correctional Services, NY Judiciary, and the Office for People with Developmental Disabilities. <span style="background-color: black; color: black;">██████████</span> performed financial and data analysis of State Agencies disaster relief projects in order to verify that the use of Federal funds was within Federal guidelines.         </p> <p>           Prior to working in New York <span style="background-color: black; color: black;">██████████</span> has worked as a Financial Analysis Specialist in Alabama for the 2011 Tornado Storms and in Texas for Hurricane Ike. In Alabama, <span style="background-color: black; color: black;">██████████</span> developed a weighted average system to estimate the reimbursement of millions of dollars worth of debris removal within in FEMA designated grid areas. While based in Texas City, TX <span style="background-color: black; color: black;">██████████</span>. <span style="background-color: black; color: black;">██████████</span> worked on managing the distribution of a \$104 million project worksheet to the University of Texas Medical Branch (UTMB), Galveston for disaster relief projects for damages caused by Hurricane Ike.         </p> <p>           In her previous role at Cessna Finance Corporation's International Customer Administration Group (CAG), <span style="background-color: black; color: black;">██████████</span> worked on formulating international aircraft loans and leases documents, including preliminary legal, credit, and financial reviews of loan, lease, and other financial documents.         </p> <p>           Prior to working with Cessna Finance, <span style="background-color: black; color: black;">██████████</span> worked as a Project Officer on several FEMA PA operations, including Hurricanes Rita and Katrina. While based in Beaumont, TX, <span style="background-color: black; color: black;">██████████</span> provided her expertise to the permanent restoration of public infrastructure, removal of debris and protection from future disaster damage to the City of Beaumont and Jefferson County. In addition, <span style="background-color: black; color: black;">██████████</span> worked on the Hurricane Katrina PA operation in San Antonio, TX. While based in San Antonio, Texas, <span style="background-color: black; color: black;">██████████</span> provided assistance to the sheltering and housing programs for Hurricane Katrina evacuees sheltered and housed throughout southern Texas. <span style="background-color: black; color: black;">██████████</span> wrote over 40 Public Assistance Grants valued in excess of \$9M.         </p> <p>           During the summer of 2004, <span style="background-color: black; color: black;">██████████</span> work as a Program Associate for the Latin America and Caribbean Bureau of USAID. During her time at USAID, <span style="background-color: black; color: black;">██████████</span> assisted with the submission of the Program Assessment Rating Tool (PART), to determine the efficacy of used of funds for USAID programs. Prior to that, Ms. Jules worked for Worldco Financial. As Assistant Manager, <span style="background-color: black; color: black;">██████████</span> managed the Market Data Analysis Department where she supervised employees and oversaw the distribution of trading systems         </p>	<ul style="list-style-type: none"> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Experienced financial professional with multiple years of experience in grants, data analysis, and financial analysis         </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Position at Cessna Finance involved formulating international aircraft loan and lease documents         </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Experience on six FEMA PA Projects for Hurricanes, Tornadoes, Snow disasters, as a Financial Analysis Specialist and Project Specialist         </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Wrote 100s of grants for more than \$200M in public assistance for multiple recipients         </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Recognized by FEMA and applicants for her professionalism, productiveness, and ability to meet their needs         </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> <span style="background-color: black; color: black;">██████████</span> assisted in the evaluation USAID projects         </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Managed Worldco Financial's Market Data Analysis Department         </li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Master of Arts, International Relations and Economics, Maxwell School of Citizenship and Public Affairs at Syracuse University, 2005         </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Bachelor of Arts in International Relations and Africana Studies, Wellesley College, 1999         </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Study abroad, Dakar, Senegal, University of Minnesota, September 1997- May 1998         </li> </ul>



## **RELEVANT WORK EXPERIENCE**

**Public Sector Consultant, Hagerty Consulting, Inc.** September 2005-January 2008; January 2009 - Present

- Project Specialist and Financial Specialist for the FEMA's Federal Disaster Public Assistance (PA) Program.
- Manage the disbursement of federal disaster funds.
- Audit and perform financial reviews of disaster-related financial documentation.
- Create and submit federal grants valued in excess of \$200 million.

**International Sales Administrator/Origination Manager, Cessna Finance Corporation,** January 2008-February 2009

- Formulated international aircraft loan and lease documents.
- Performed preliminary legal, credit, and financial reviews of loan and lease documents.
- Accounted Manager for existing and new internationally financed loans and leases.
- Facilitated and administered the closing for international financial transactions with internationally based customers.
- Created and implemented streamline processes for departmental procedures.

**Latin American and Caribbean program Associate, United States Agency for International Development (USAID),** Summer, 2004

- Participated in the audit overseen by Office of Management and Budget of various USAID programs in Latin America and the Caribbean.
- Researched international money transaction and related programs funded by USAID and submitted a brief report on these programs.
- Formulated briefings and summaries on USAID activities in Latin America and the Caribbean.
- Provided organizational support, language translations of documents and research.

**Assistant Manager, Entitlements, Worldco Financial Services, LLC,** August 2000– February 2003

- Managed Market Data Analysis Department.
- Supervised employees and daily distribution of financial trading systems.
- Developed successful internal inventory database for the audit, accounting, distribution and cost allocation of trading system to traders.
- Created and audited monthly billing reports of market data systems for Worldco customers.
- Assisted in the allocation of market data systems to traders.

## **PRIOR PROFESSIONAL EXPERIENCE**



- Program Associate, Phelps Stokes Fund, October 1999- March 2000
- Member Coordinator Associate, Women's Foreign Policy Group, Summer, 1999
- Credit Mutual Assistant, Réseau Africain Pour le Soutien à l'Entreprenariat Féminin (RASEF), Winter 1997-Spring 1998

### **SPECIALIZED TRAINING**

#### **Languages**

- Haitian Creole: High verbal and comprehension proficiency
- French: High written, comprehension, and verbal proficiency

#### **Software**

- MS Suites, MS Office Excel (Expert)

#### **Trading Security Licenses**

- Series 7, Series 24, Series 63 (expired 2/2005)



**Confidential Information**

## Project Manager

### KEY SKILLS

6 Years Operations Management

8 Years Product Management

Strategic Planning

Data / Financial Analysis

Customer Service

**Confidential Information**

### EXPERIENCE

**Solix, Inc.**

#### Program Manager – **Confident**

Manage the **Confidential Information** functions in support of the **Confidential** as authorized by the **Confidential Information**. Program provides discounted telephone and electric service to low-income households. Specific responsibilities include:

- Manage Solix's operations, including oversight of subcontractors' operations. Verify eligibility of 150,000 applications with \$200 Million in discounts, and handle 400,000 calls and 1.1 million pieces of correspondence annually
- Perform quality assurance to achieve all contractual obligations and performance quality and efficiency requirements
- Plan, develop, and implement processes and procedures to ensure program enhancements are implemented
- Serve as liaison with the **Co** to ensure customer satisfaction and to provide program insight on operational issues

**Solix, Inc.**

#### Program Auditor – Schools and Libraries Program

- Reviewed applications submitted by schools and libraries requesting federal E-rate Program funding

**AT & T**

#### Product Manager / Customer Care Planning Manager

- Implementing strategic decisions based on market research and customer behavior analysis for service offerings
- Develop customer care strategy, infrastructure planning, vendor selection, and product plan implementation

**AT & T**

#### Senior Consultant

- Engagements in the areas of Strategic Planning, Business Process Design, Tactical Planning and implementation, Quality Processes, and Organization Development & Design
- Developed customer care strategy, infrastructure planning, vendor selection, and product plan implementation

### RELATED EXPERIENCE

- Strategic Planner/Quality Manager, AT&T
- International Operations Support Manager, AT&T
- International Financial Results Manager, AT&T

### EDUCATION

- MBA Management, Fairleigh Dickinson University
- BA Psychology, St. Francis College

◆ PROJECT MANAGER	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>■■■■■ works with Hagerty Consulting on projects related to Public Assistance (PA), financial analysis, recovery, grand management, and affordable housing.</p> <p>■■■■■ has five years of experience as a FEMA Project Officer working with local, state and federal government agencies. She was responsible for educating applicants on the PA Program. Her duties included collecting and reviewing financial and contractual data and documentation related to disaster costs, determining eligibility of those costs and preparing Project Worksheets to request reimbursement from the federal government for costs in excess of \$5.9M. As part of FEMA's recovery efforts for Hurricane Katrina and TS Fay, ■■■■■ advised applicants on proper accounting controls, records retention, and grant management policies and procedures to ensure compliance that included over seventeen school districts and several counties in MS and FL.</p> <p>■■■■■ was previously assigned to do a pre-closeout audit / review for an expedited PW that was written for the applicant, University of Texas at Medical Branch in the amount of \$144M for PA Hurricane Ike recovery. There were \$109M worth of invoices that were reviewed and validated on this project from a single disaster clean up contractor.</p> <p>Prior to the opportunity to work with FEMA recovery efforts, ■■■■■ worked in the affordable housing industry for over 10 years. Her experience covers all aspects of housing agency operations such as budget preparation through monthly transaction entry to year-end close-out, handling financial and management functions such as lease-up and accounts payables, assisting with HUD financial, reporting and compliance challenges, creating policies procedures manuals and developing &amp; implementing technology solutions for the housing. Ms. Moore worked with several different housing programs in the states of Louisiana, California, Florida, North Carolina and New York.</p>	<ul style="list-style-type: none"> <li>◆ Certificate for Public Assistance Operations I &amp; II, Project Worksheet Writing and Preliminary Damage Assessment, Cost Estimating Format</li> <li>◆ Served as FEMA Project Officer during Hurricanes Katrina, Gustav and Ike recovery efforts</li> <li>◆ Certificate for EMMIE PAC and Project Specialists</li> <li>◆ FEMA Administrator's Team Award for Excellence</li> <li>◆ Certified Assisted Housing Manager</li> <li>◆ Certificate for Fair Housing and Tax Credit Compliance</li> <li>◆ Acquired expertise with HUD reporting requirements and HUD's 4350.3 housing compliance</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Bachelor of Science in Accounting, Minor in Business Administration, 1995, Northwood University</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Consultant, Hagerty Consulting, September 2005-Present**

- Worked as a Project Officer with the recovery efforts in Mississippi, Florida, and Texas. Provided Public Assistance support to Cities, Counties, Schools, State Agencies and Private Non-Profits with obtaining federal funds.
- Wrote scopes of work to restore facilities to pre-disaster condition, and prepared construction cost estimates for recovery from the devastation of Hurricanes Katrina and Ike and TS Fay in excess of \$5.9M
- Reviewed force account labor records and calculated regular, overtime, fringe benefits rates, and validated applicant invoices for accounting, cost, and math issues prior to submitting project worksheets
- Services included grant preparation for applicants in need of FEMA funding in seventeen school districts, over ten counties and State Agencies, applying the Stafford Act legislation to applicant situations, assessing damages, developing repair estimates and scheduling and participating in meetings for discussion of FEMA Policies and Guidelines
- Completed a pre-close audit/review of an expedited PW initially written for \$144M. Validated eligible costs of \$109M dollars from a single disaster clean up contractor, including \$38M in labor records, \$7M in travel associated with the labor, \$23M in materials and equipment usage, \$16M in air stabilization charges and \$25M in subcontractor invoices

### **Project Manager, STAR Consulting, 2004**

- Managed project scopes, time, quality, risk and communication for assigned projects
- Responsible for rent-up tasks (creating tenant selection policies/property information packages; accepting preliminary applications and certifying those families to move-in) along with having to manage multiple project teams
- Developed and directed project team coaching while mentoring and instruction strategies for assignments. Required to perform compliance reviews of reside file folders in preparation for compliance checks from California Tax Credit Allocation Committee and Investment Auditors
- Participated in compliance audits that have recovered \$350,000 in housing assistance for a client
- Assisted with the integration of major software packages in the housing market, e.g., Yardi; CAMSII; RentRoll; IPMS; MPW; MicroHUD; MicroRent; and VPM-Tax Credits

### **Supervisor - Voucher Specialist, Independent Contract Administration Professionals, LLC (ICAP), 2000-2004**

- Responsible for a staff of 15 as a Voucher Specialist. Oversaw the certification and voucher processing for nearly 900 Section 8 project-based contracts (86,983 units) for the state of New York. This represented approximately \$45 M of voucher payments processed, reviewed and approved for payment by the New York State Housing Trust Fund under HUD's PBCA initiative
- Responsibilities included the oversight, reconciliation and audit of the certification and vouchers submitted monthly to ICAP
- Worked directly with owners and/or agents to resolve a myriad of issues and problems with the submission of certification and voucher data to ensure that the data is in compliance with both 4350.3 and TRACS regulations and is submitted on a timely basis. In many instances, Ms. Moore



worked with the software users and identified software issues that needed to be resolved with their specific vendor

- Worked cooperatively with New York Quadel along with the appropriate stated agency staff as well as HUD representatives to provide critical information to all parties involved in the PB CA contract
- ICAP was the private sector partner with New York Quadel Consulting Cooperation for the Performance Based Contract Administration contract awarded to the New York State Housing Trust Fund

**Accountant, Archdiocese of New Orleans (Christopher Homes, Inc.), 1996-2000**

- Provided accounting, recertification and TRACS expertise for 26 HUD properties and front line technical support for 45 sites with IPMS Accounting and HUD Compliance Software
- Corresponded and interacted with representatives from New Orleans local HUD office to ensure the smooth operation of 26 HUD properties
- Responsible for all TRACS communication which included the transmitting, verifying responses, correcting and re-transmitting errors as necessary
- Performed compliance reviews of resident files in preparation for compliance checks and prepared responses to the appropriate agency for any resident file for non-compliance
- Prepared weekly financial statistical reports to the executive director, was responsible for compiling data for budget reviews, accounts payable, accounts receivables, maintained cash balance sheets and performed end-of-month close out procedures



Confidential Information

## Project Manager

### KEY SKILLS

10 Years **Confidential** Program Experience  
Detection and Prevention of Waste, Fraud and Abuse  
Invoicing Management  
Procedures Development  
Training Management

Confidential Information

### EXPERIENCE

#### Solix, Inc.

##### Manager – Invoicing Operations

Managed Solix's invoicing operations processes for the Schools and Libraries Program as administered by the **Confidential**

Responsibilities included:

- Supervised staff so that all processes were performed in compliance with procedures and FCC rules and guidelines
- Provided ongoing evaluation of processes and procedures to identify and recommend process improvement opportunities

#### Solix, Inc.

##### Manager – Special Compliance Review

Manage the planning and conducting of Solix efforts to prevent and detect waste, fraud, and abuse in Solix-managed programs, thereby enhancing the overall quality of the programs. Responsibilities include:

- Supervise staff so that all allegations or suspicious observations are promptly reviewed, resolved, and reported, in a manner consistent with appropriate procedures
- Oversee analyses to detect suspicious patterns in funding requests submitted to Solix-managed programs
- Recommend and, when authorized, implement process and procedure modifications to improve quality of detection, review, resolution, and reporting of waste, fraud, and abuse

#### Previously Held Positions

- Manager – Invoicing Operations, Solix, Inc.
- Manager – Appeals, Solix, Inc.
- Associate Manger – Program Integrity Assurance, Solix, Inc.
- Office Manager, India Abroad
- Merchant Operations Officer, National Australia Bank
- Researcher/Teacher, Melbourne University & La Trobe University

### EDUCATION

- MS Chemistry, Jadavpur University
- BS Chemistry, Jadavpur University
- B Ed, Annamalai University

### OTHER TRAINING

- Diploma in Business Management and Administrative Training

Confidential Information

## Project Manager

### KEY SKILLS

10 Years Universal Service Fund Experience

5 Years Review Processing

Collections

Customer Service

Document Preparation

Confidential Information

### EXPERIENCE

**Solix, Inc.**

#### State Program Specialist

Assist fund program managers with the daily operations of State Universal Service Fund (USF) programs for nine states. Specific responsibilities include:

- Verify, input, and process all State USF support worksheets
- Monitor all carrier activity related to mergers, acquisitions, and bankruptcy proceedings
- Update and maintain the Funds' company and contact database
- Provide internal and external customer service for customer changes and inquiries regarding submitted data
- Coordinate all correspondence related to funds

**Solix, Inc.**

#### State Program Associate

- Process state program vouchers in accordance with program requirements
- Verified, data entered, and filed all voucher requests
- Reviewed and verified certification requests from vendors
- Provided customer service support on payment voucher status

**Solix, Inc. / NECA Services / NECA**

#### Operations Associate

- Reviewed applications and supporting documentation submitted by schools and libraries requesting federal program funding, to verify compliance with program rules
- Communicated with applicants to ensure common understanding of the request and funding decision
- Supported operations by tracking form correction requests and providing database management for documents

### RELEVANT EXPERIENCE

- Customer Service Assistant, Guaranteed Subpoena
- Process Control Associate, Pequannock Water Treatment Plant
- Supervisor, Raritan Valley Collection Agency
- Third Class Petty Officer, United States Navy

### EDUCATION

- BS Criminal Justice, College of Rutgers
- AS Criminal Justice, County College of Union

◆ PROJECT MANAGER

◆ PROJECT MANAGER	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">[REDACTED]</span> has over ten years of experience as an emergency management professional who has been recognized for his ability to effectively lead programs that address emergency preparedness, protection, security, response, recovery and mitigation by building collaborative relationships with federal agencies, state and local governments, regional authorities, business and industry groups, and volunteer organizations. He has personally prepared over one hundred Public Worksheets (PWs) in all categories of work (A-G). He is also certified to teach FEMA's Public Assistance Operations 1 and 2, Project Worksheet Development, and Preliminary Damage Assessment courses.         </p> <p>           Most recently, <span style="background-color: black; color: black;">[REDACTED]</span> has served as Director of Emergency Management for the City of Philadelphia. In this role, he oversaw a complete transformation of the City of Philadelphia's emergency management program including the creation of an entirely new administrative infrastructure, a 6 fold increase in staffing (from 4 to 27), creation of a 24/7 all hazards watch unit, acquisition of advanced technology and equipment to support citywide emergency response and planning efforts, and secured millions of dollars in external funding to expand and sustain agency operations. Prior to this <span style="background-color: black; color: black;">[REDACTED]</span> served as a Management Consultant to the Federal Emergency Management Agency (FEMA) following ten major disaster declarations including World Trade Center (9/11), Hurricanes Katrina, Charley, Frances, Jeanne, Ivan, Dennis, Marilyn, and Super Typhoons Pongsona and Paka (Guam). Following Hurricane Katrina, he designed, implemented, and managed a \$2 billion grant quality control unit involving a team of ten technical specialists responsible for performing program, policy, and accounting reviews of over 7000 Public Assistance Grants. Also while supporting FEMA, <span style="background-color: black; color: black;">[REDACTED]</span> personally prepared Federal grants valued in excess of \$800 million for restoration of critical infrastructure and for costs associated with government response and recovery efforts. <span style="background-color: black; color: black;">[REDACTED]</span> also played a critical role in authoring various sections of the World Trade Center Disaster Digital Library, a document highlighting the funding issues encountered and dealt with by FEMA in the wake of the World Trade Center Disasters. Prior to serving as a Management Consultant, <span style="background-color: black; color: black;">[REDACTED]</span> worked with the New York City Office of Emergency Management as an Emergency Preparedness Specialist. In this role, he assisted in the management and coordination of \$4.75 billion in Public Assistance grant funding. He partnered with city agencies, to account for eligible disaster related costs, gather supporting documentation, provide policy support, and develop methodologies to streamline reimbursement to the City.         </p>	<ul style="list-style-type: none"> <li>◆ Served as Director of Emergency Management for the City of Philadelphia</li> <li>◆ Personally prepared over 100 Project Worksheets (PWs) in all categories of work (A-G)</li> <li>◆ Personally prepared Federal grants valued in excess of \$800 million</li> <li>◆ Supported NYC in the management and coordination of \$4.75 billion in PA grant funding</li> <li>◆ Following Hurricane Katrina, he designed and implemented a \$2 billion grant quality control unit reviewing over 7,000 PA Grants</li> <li>◆ Served as a Consultant to FEMA following ten major disasters</li> <li>◆ Oversaw complete overhaul and expansion of the emergency management program within the City of Philadelphia by establishing an organizational structure to meet planning and operational needs of the City</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ Bachelor of Arts (Psychology), College of the Holy Cross, 2001</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Management Consultant, Hagerty Consulting, 2003-2007, 2012-Present**

- Served as a Management Consultant to FEMA following ten major disasters declarations including the World Trade Center (9/11), Hurricanes Katrina, Charley, Frances, Jeanne, Ivan, Dennis, Marilyn, and Super Typhoons Pongsona and Paka (Guam).
- Designed, implemented and oversaw a \$2 billion federal grant quality control unit following Hurricane Katrina and managed a ten person team of technical specialists responsible for performing program, policy, and accounting reviews of over 7000 Public Assistance grants.
- Personally prepared Federal grants valued in excess of \$800 million for the restoration of critical infrastructure and for costs associated with government response and recovery efforts.
- Authored various sections of the World Trade Center Disaster Digital Library, a document highlighting the funding issues encountered and dealt with by FEMA in the wake of the World Trade Center disaster.
- As first employee of the firm, was responsible for internal business development activities including contract administration, recruiting, and staff administration. Helped grow the firm to 60 employees.
- Policy Analysis & Formulation: Served as a Policy Program Advisor responsible for providing policy and program guidance to FEMA Management and to field staff in the aftermath of Hurricane Katrina. Reporting directly to FEMA's Infrastructure Branch Chief in Mississippi, addressed complex and unique policy issues through comprehensive research and analysis of federal rules, regulations, procedures and policies, coordination with FEMA headquarters, and through the preparation of numerous disaster specific policy guidance and internal policy documents. Regularly addressed program and policy questions from management and field staff and consulted staff on programmatic issues including process, protocols, deadlines, statutes and regulations, and requirements unique to the Hurricane Katrina disaster event. Served as lead in responding to inquiries from Congress and the Senate regarding FEMA policy, program progress, and applicant specific project issues.
- Disaster Program Management: Designed, implemented and oversaw a \$2 billion federal grant quality control unit. In this capacity, managed a ten person team of technical specialists responsible for performing financial, program, and policy reviews of over 7,000 Public Assistance grants to local, state, and private not for profit organizations. Monitored the quality of work submitted from the field and identified methods to streamline the administration and processing of grant funding while ensuring that grants were of superior quality and could withstand an audit or Inspector General review. Performed analysis of program processes and service delivery practices to identify reasonable and efficient quality measurements for FEMA disaster programs. Served as a FEMA instructor in the delivery of disaster program management and operation training sessions for federal, state, and local employees, and contracting staff.
- Financial & Grant Management: Managed numerous disaster projects which required the ability to collect, analyze, and summarize financial data, review procurement and payroll procedures, perform financial documentation review (invoices, purchase orders, requisitions, proof of payments, contracts, etc.) and develop tools and methodologies to accurately account for eligible and ineligible disaster costs. Projects include the development of \$300 million in World Trade Center disaster grants based on a mandate by Congress; cancellation of a multi-million dollar Community Disaster Loan to the US Virgin Islands following Hurricane Marilyn; and execution of an audit of the Guam Power Authority following Super Typhoon Paka in Guam.



- **Training and Course Development:** Served as a FEMA Instructor and trained hundreds of disaster recovery workers in areas such as Public Assistance, Hazard Mitigation, Debris Removal, Damage Assessment & PW Development. FEMA's disaster cadre at disaster locations. Managed the development of numerous multi-day training courses for FEMA Headquarters.

**Director of Emergency Management, City of Philadelphia, 2010-2012**

**Assistant Managing Director of Emergency Management, City of Philadelphia, 2007-2010**

- Oversaw complete overhaul and expansion of the emergency management program within the City of Philadelphia by establishing an organizational structure to meet planning and operational needs of the City.
- Developed and stood up a 24/7 all hazards watch unit responsible for monitoring, analyzing, and disseminating information to critical stakeholders.
- Established formal agency liaison relationships with over 500 organizations including federal agencies, state and local governments, regional authorities, business and industry groups, volunteer organizations, and healthcare facilities.
- Through dramatic enhancements in Philadelphia's emergency management program, was successful in obtaining Tier 1 Urban Area Security Initiative (UASI) status for the City of Philadelphia; resulting in a 50% increase in homeland security grant funds to the region.
- **Executive Level Administration:** 1<sup>st</sup> in command of the Philadelphia Office of Emergency Management and principal advisor to the Mayor and Mayor's cabinet on emergency management and select homeland security issues. Oversaw the day-to-day direction, management and monitoring of agency programs, activities, and resources, resolution of conflicts and problems, and guide emergency response and recovery activities for the agency. Coordinated development and implementation of strategic, operating, and budget plans and activities and evaluate performance of organization. Coordinated financial management of the agency including analysis, compliance and reporting associated with budget and grants. Represented the agency and the city to media and an array of task forces and workgroups at the state and federal levels. Serve as Vice-Chair of Southeastern Pennsylvania Counterterrorism Task Force Executive Board; a body responsible for overseeing the management of over \$20M in Homeland Security grant funding allocated to the region annually.
- **Foster Collaboration & Build Consensus:** Lead agency efforts to establish and/or enhance relationships with emergency management stakeholders including federal agencies, state and local governments, regional authorities, business and industry groups, volunteer organizations, and healthcare facilities (established formal liaison relationship with over 500 organizations). Leverage external relationships to foster collaboration within the emergency preparedness community and increase engagement in the development, review, and evaluation of citywide and regional emergency preparedness, response, and recovery plans.
- **Policy Formulation & Implementation:** Managed formulation and implementation of entirely new administrative infrastructure for the agency including the development and implementation of internal administrative policies that address emergency response, personnel, security, conduct, timekeeping, accountable property, communication, information technology, vehicle use, project management and information sharing. Analyzed and evaluated emergency preparedness planning and policy initiatives to determine appropriateness of impact and policy effectiveness.



- **Preparedness Plan Development:** Oversaw development and updates of response, recovery, and mitigation plans for emergencies arising from natural or man-made disasters, terrorism, industrial accidents, or other causes and provide guidance to agency staff and partner organizations in the development, review, and evaluation of preparedness plans. Proposed program initiatives and allocate resources to meet agency mission and objectives. Spearheaded all critical infrastructure / key resource planning and reporting initiatives for the city and developed and maintained the City's Critical Infrastructure / Key Resource Compendium – a planning tool which provided detailed information on facilities that are critical to the economic viability and safety of the city.
- **Coordinating Emergency Response and Recovery Operations:** Coordinated management of emergency response operations, such as information gathering to support response, deploying personnel to incidents to facilitate interagency coordination, or activating and managing the Emergency Operations Center during major emergencies and large planned special security events. Supported the establishment of an Operations Division within the organization to coordinate large-scale emergency responses and a 24 X 7 capacity to respond on-scene or via the Emergency Operations Center within one hour. Lead agency effort to ensure information gathering, analysis, and dissemination, decision making, and resource allocations are carried out effectively.

**Emergency Preparedness Specialist, New York City Office of Emergency Management, 2001-2003**

- Assisted in the management and coordination of \$4.75 billion in Public Assistance grant funding allocated to the City of New York following the World Trade Center disaster (9/11).
- Assisted in coordination of debris sorting and removal efforts at the site of the World Trade Center and the debris processing area in Staten Island.
- **Disaster Program Management:** Assisted in the management and coordination of \$4.75 billion in Public Assistance grant funding allocated to the City of New York following the World Trade Center disaster (9/11). Partnered with City agencies, to account for eligible disaster related costs, gather supporting documentation, provide policy support, and develop methodologies to streamline reimbursement to the City.
- **Emergency Plan Development:** Developed comprehensive emergency management plans necessary to support the City's response and recovery from catastrophic emergencies including acts of terrorism, explosions, coastal storms, power outages, citywide transportation strikes and other contingencies. Partnered with representatives from city, state, and federal agencies and the private sector to develop recovery protocols addressing all phases of the recovery process, including debris management, federal disaster assistance, structural building assessment, and the coordination of the SBA Economic Injury Disaster Loan processes for small businesses.
- **Emergency Response & Recovery Coordination:** Assisted in the coordination of the World Trade Center (WTC) disaster response and recovery efforts of city, state, and federal agencies. Choreographed debris sorting and removal effort at the site of the World Trade Center and the debris processing area in Staten Island. Partnered with city, state, and federal entities to ensure streamlined repair and restoration of the city's infrastructure including roadways, transit, and underground utilities. Served as OEM's infrastructure and transportation coordinator/liaison during activation of the city's Emergency Operations Center, a central point for information coordination, resource requests, and decision-making in times of crisis.



## TEACHING EXPERIENCE

- St. Joseph's University, Visiting lecturer for various masters courses, 2011
- Public Assistance Operations 1, FEMA, Various Disaster Locations, 2005-2006
- Public Assistance Operations 2, FEMA, Various Disaster Locations, 2005-2006
- Project Worksheet Development Course, FEMA, Various Disaster Locations, 2005-2006
- Preliminary Damage Assessments, FEMA, Various Disaster Locations, 2005-2006
- Hazard Mitigation 406, FEMA, Various Disaster Locations, 2005-2006
- Operations Security (OPSEC), Philadelphia OEM, 2009-2011
- Business Continuity Workshop, Philadelphia OEM, 2009-2011
- General Emergency Preparedness, Philadelphia OEM, 2007-2011

## TRAINING ACTIVITIES

### NIMS

- ICS 100 – Introduction to Incident Command System (*Homeland Security*)
- ICS 200 – ICS for Single Resources and Initial Actions (*Homeland Security*)
- ICS 300 – Intermediate ICS for Expanding Incidents (*Homeland Security*)
- ICS 400 – Advanced ICS for Command & Staff for Complex Incidents (*Homeland Security*)
- IS 700 – National Incident Management System (*Homeland Security*)
- IS 800 – National Response Plan (*Homeland Security*)
- IS 701a – NIMS Multi-agency Coordination Systems (*Homeland Security*)
- IS 703a – NIMS Resource Management
- IS 704 – NIMS Communication and Information Management

### Emergency Management / Programmatic

- IS 139 – Exercise Design
- IS 230 – Fundamentals of Emergency Management
- IS 235 – Emergency Planning
- IS 240 – Leadership and Influence
- IS 241 – Decision Making and Problem Solving
- IS 242 – Effective Communication
- IS 244 – Developing and Managing Volunteers
- IS 775 – Emergency Operations Center (EOC) Management and (*Homeland Security*)
- IS 546 – Continuity of Operations (COOP) Awareness Course (*Homeland Security*)
- IS 547 – Introduction to Continuity of Operations (*Homeland Security*)
- IS 548 – Continuity of Operations (COOP) Manager (*Homeland Security*)
- IS 860 – Introduction to the National Infrastructure Protection Plan (*Homeland Security*)
- IS 821 – Critical Infrastructure and Key Resources (*Homeland Security*)
- Public Assistance Operations 1 (*Homeland Security*)
- Public Assistance Operations 2 (*Homeland Security*)
- Debris Removal Operations (*Homeland Security*)
- Hazard Mitigation 406 (*Homeland Security*)
- Project Worksheet Development (*Homeland Security*)
- Preliminary Damage Assessment (*Homeland Security*)



## Counterterrorism

- Operations Security (OPSEC) Counterterrorism Training Program (*5 Training Days - Federal Law Enforcement Training Center – Homeland Security*)
- Physical Security Training Program (*10 Training Days - Federal Law Enforcement Training Center – Homeland Security*)
- Emergency Response to Terrorism: Train the Trainer (*US Department of Justice*)
- Planning for Nuclear and Radiological Terrorism (*US National Nuclear Security Agency*)
- Surveillance Detection Field Course (*Homeland Security*)
- Vehicle Born Improvised Explosive Device Awareness Training (*Homeland Security*)
- VBIED/IED Recognition/Response for Passenger Vessels and Terminals (*Homeland Security*)
- Private Sector Counterterrorism Awareness (*Homeland Security*)
- Chemical Terrorism Vulnerability Information (CVI) User Training (*Homeland Security*)
- Terrorist Threat Training (*US Department of Justice*)
- Emergency Planning (*New York State Emergency Management Office*)
- IS-1 Emergency Program Manager (*Homeland Security*)
- IS-5 An Introduction to Hazardous Materials (*Homeland Security*)

## Other

- Emergency Vehicle Operations Course (*Philadelphia Police Department*)
- Rail Safety for Emergency Responders (*CSX, Amtrak, PATCO*)

## **CERTIFICATIONS**

- PEMA, County Coordinator – Basic Certification, June 2011
- PEMA, Deputy County Coordinator – Basic Certification, June 2010
- Department of Homeland Security, Protected Critical Infrastructure Information Authorized User, May 2009
- Department of Homeland Security, Chemical-terrorism Vulnerability Information Authorized User, May 2009

## **HONORS AND AWARDS**

- Ranked #21 within the government category in **Security** magazine's 2011 "Security 500" list – a ranking of the top 500 security organizations in the nation.
- U.S. Army Corps of Engineers Commander's Certificate of Appreciation (COL J. O'Dowd)
- U.S. Army Defense Coordinating Element (5<sup>th</sup> Army) Certificate of Appreciation (COL J. Mathis)
- Federal Emergency Management Agency Certificates of Appreciation (WTC Disaster & Hurricane Katrina)
- Acknowledgement in "WTC Building Code Task Force Report" & "WTC Building Performance Study"
- Emerging Leader Award (Big City Emergency Managers / Target Corporation)



**Confidential Information**

## **Project Manager**

### **KEY SKILLS**

**11 Years Schools & Libraries/Rural Health Care Program Experience**

**Rural Health Care Expertise**

**Telecommunications Experience**

**Performance Management**

**Process Improvement**

**Confidential Information**

### **EXPERIENCE**

#### **Solix, Inc.**

##### **Director – Rural Health Care**

Key management member for Solix's processing of applications and invoices for over \$2.6 Billion in Schools & Libraries (SL) and Rural Health Care (RHC) Programs. Specific responsibilities include:

- Direct a team administering the RHC and RHC Pilot Programs to enable Solix to meet or exceed **Confi** goals of customer service, quality, and efficiency
- Develop and implement efficiency and quality enhancements as the RHC Program evolved from funding \$4 Million to funding \$60 Million annually
- Implemented the RHC Pilot Program, including developing processes and training applicant-coaching staff
- Supervised the transition of the RHC Program from the prior operational contractor in 2000
- Directed the support operations for the SL Program

#### **Bell Atlantic/ NYNEX**

##### **Staff Director**

- Created strategic financial and technical reports, including a monthly Dashboard report, to facilitate senior management decision making
- Developed tracking and measurement tools to identify root cause problems with Outside Plant Engineering/Construction
- Led team of professionals in providing review and tracking of over 400 Capital Authorizations projects annually
- Directed staff in scheduling, reviewing and monitoring of the \$600 Million annual Central Office Capital Budget

### **EDUCATION**

- MS Candidate, Education Administration, Rutgers University
- BS Accounting, Rutgers University
- AS, Salem Community College

### **OTHER TRAINING**

- Leadership Development
- Financial Analysis and Capital Budgeting
- Analog and Digital Switching Courses
- Microwave and Carrier Training

**Confidential Information**

## **Project Manager**

### **KEY SKILLS**

**10 Years Schools & Libraries Program Experience**

**Selective Review**

**Waste, Fraud, and Abuse Detection/ Prevention**

**Training**

**Customer Service**

**Confidential Information**

### **EXPERIENCE**

#### **Solix, Inc.**

##### **Manager – Special Compliance Review**

Lead team in the accurate and timely review of potential violations of Federal Communications Commission (FCC) Rules. Specific responsibilities include:

- Lead team in comprehensive reviews of the use of **Conf** funding in order to detect fraud, waste and abuse
- Evaluate services and service providers, research products, and interview applicants for additional information, if applicable, to investigate possible cases of waste, fraud, abuse, or violation of Program rules
- Coordinate with **Confidential Information** the administrator of the E-rate Program, to resolve new issues that arise during the review process
- Work with **Conf** including **Confidenti** of General Counsel, and Solix's Special Compliance team to provide support for specialized reviews, law enforcement, and other legal efforts
- Train reviewers on changes to the FCC rules and guidelines regarding potential violations which include; Conflict of Interest, Children's Internet Protection Act (CIPA), Cost Effectiveness/Ineligible Services, Competitive Bidding, and Collusion

#### **Solix, Inc.**

##### **Manager – Selective Review**

- Lead team in review of \$2-3 Billion in funding requests on 5,000-6,000 applications per year
- Provide ongoing evaluation of sample selection for review and of specialized review process in order to recommend improved selection and review processes to USAC
- Maintain extensive up to date knowledge of FCC rules and guidelines

##### **Previously Held Positions**

- Reviewer – Special Compliance – Solix Inc.
- Reviewer – Schools & Libraries – Solix Inc.
- Financial Sales Consultant – PNC Bank

### **EDUCATION**

- BS Finance, William Paterson University



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## Project Manager

### KEY SKILLS

10 Years Schools & Libraries Program Experience

System Solutions

Process Improvement

Database Design and Administration

Project Planning

Confidential Information

### EXPERIENCE

#### Solix, Inc.

##### Senior System Engineer and Database Administrator

Lead the requirements analysis for Information Technology applications to be used by Solix in support of the Schools & Libraries (E-rate) Program. Lead the design, implementation, and maintenance of those applications which are to be provided by the E-rate operations support vendor. Specific responsibilities include:

- Provide 24x7 support for the applications
- Assist users, including Confidential Information which administers the Program, in developing solutions for operations-related systems
- Lead analysis, planning, and maintenance of Report Generation and Batch Processing
- Utilize knowledge gained as Database Administrator for the E-rate program and member team that designed, developed, and maintained STARS and STARS-related systems

#### Citibank

##### Systems Analyst

- Developed and maintained key applications in support of critical bank functions, including providing 24x7 support
- Team Lead for End-of-Day Information Technology Department
- Analyzed and designed the Accrual and Applications system that performed the interest calculation of all accounts

### EDUCATION

- MS Science and Technology Development, Birla Institute of Technology & Science

### SKILL SETS

- Languages: SQL, PL/SQL, Pro\*C, C, C++
- Operating Systems: SunOS, UNIX SVR4, AIX 5.2
- RDBMS: Oracle 8i, 10g, SQL Server
- Tools Worked On: SQL\*Loader, SQL\*Forms, SQL\*Plus, SQL\*Menu, SQL\*Report Writer, BMC, SQL-Programmer, Oracle Designer
- Utility Software: Erwin, Purify, Crystal Reports, Cognos
- UNIX Programming: Shell Programming

◆ PROJECT MANAGER	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a certified project management professional (PMP®) with 15 years of emergency management, management consulting and strategic marketing communications experience.</p> <p>██████████ has extensive knowledge of federal policies and regulations for local and federal disaster planning and recovery as well as education, welfare/housing fiscal and social policies. She also has a clear understanding of program evaluation and monitoring, organizational development including organizational culture, team building and change management.</p> <p>██████████ is known for her ability to find unique yet practical solutions to highly complex problems and influence project outcomes by thoroughly analyzing each project's needs. In addition to her domestic experience, ██████████ has global economic development and international business protocol knowledge.</p> <p>██████████ work has been recognized through several commendations. Specifically, her services were acknowledged by the Federal Reserve Bank of Dallas President's Award for Excellence, the Mississippi Emergency Management Agency (MEMA) with a Director's Award of Excellence, and the Mayor of the City of Biloxi with a certificate of appreciation and the proclamation of May 31, 2006 as Rachel Roberts Day.</p> <p>██████████ thrives in a diverse background and excels in culturally-diverse situations. She possesses extensive international travel experience that includes 14 countries throughout Africa, Latin America, Europe and Asia.</p>	<ul style="list-style-type: none"> <li>◆ Served as project manager for the MAHPP project, a \$276M FEMA alternative disaster housing grant program</li> <li>◆ Provided program and grant management services for \$20M CDBG long-term workforce housing grant</li> <li>◆ Received Director's Award for Excellence from MEMA head and Proclamation/Certificate of Appreciation from City of Biloxi Mayor</li> <li>◆ Developed best practices model for force account claims formally adopted by Cities of Biloxi and Pass Christian</li> <li>◆ Served as team lead, developing processes and protocols for PAXIR, a new communications and planning group within Louisiana Public Assistance</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ Master of Public Administration, 2005, Maxwell School of Syracuse University</li> <li>◆ Master of Arts in International Relations, 2006, Maxwell School of Syracuse University</li> <li>◆ Bachelor of Arts in Mass Communications, 1998, Texas State University- San Marcos, Graduated Cum Laude</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Public Sector Consultant, Hagerty Consulting, Inc. September 2005 – Present**

- Researched new business opportunities and provided strategies to pursue potential projects. Assisted with proposal development
- Participated in many project-specific roles including:

#### Project Manager- Mississippi Alternative Housing Pilot Program (MAHPP)

- Served two years as the Hagerty project manager/deputy director of transition planning and strategy for MAHPP, a FEMA-funded \$276 million dollar grant program created to fund the development and implementation of a post-disaster affordable housing program for eligible Mississippi residents
- Managed the day-to-day activities of the project team (six consultants) and overall implementation of the permanent individual housing sales and cottage donation programs
- Provided program and grant management services for \$20M CDBG long-term workforce housing grant
- Worked to ensure team met client expectations, producing high-quality deliverables, identifying and resolving any program issues and monitoring program progress. Developed and implemented project work plans, processes, policies and procedures. Facilitated staff training and development
- Managed the project budget, schedule and client relations. Presented at MAHP meetings and annual conference

#### Non-Profit and External Relations Coordinator- Mississippi Alternative Housing Pilot Program (MAHPP)

- Formulated cottage donation policies and procedures to aid in the permanent placement of cottages by nonprofits and government entities. Managed external stakeholder relations

#### TEAM LEAD-Louisiana FEMA Public Assistance Expedited Information Response (PAXIR) Team

- Served two tours of duty with PAXIR
- Worked initially as team lead and approximately 2½ years later as team member for group established as the communications and information planning arm of the Louisiana FEMA Public Assistance Program, disseminating information to internal and external audiences including, but not limited to, the White House, U.S. Congress, local, state and federal government officials and media, Department of Homeland Security (DHS), and FEMA headquarters staff. Responsible for shaping and disseminating timely, accurate and user-friendly messaging from FEMA Public Assistance
- Tracked the impact of key messaging, FEMA PA policy decisions and kept management abreast of any resulting issues. In addition, was tasked with completing special projects for the Office of the Public Assistance Section Chief including high level project analyses, specialized white papers or status reports. Responsible for process and team development

#### REPORTS ANALYST -Health and Research- Louisiana FEMA Public Assistance Program

- Managed the reports function for FEMA's Louisiana FEMA Public Assistance Health and Research team
- Responsible for analyzing data and providing daily and weekly reports to management regarding progress towards internal and external strategic goals



- Advised team leadership of possible project risks. Supervised two reports specialists

#### FEMA Project Officer-Mississippi, FEMA Public Assistance Program

- Provided post-Hurricane Katrina disaster assistance to Gulf Coast of Mississippi cities of Biloxi and Pass Christian
- Managed the distribution of federal disaster assistance by means of compiling and performing financial reviews of disaster-related documentation and through the development of Public Assistance grants
- Wrote and submitted approximately 75 claims for reimbursement valued in excess of \$15M
- Developed a best practices model for force account labor claims that was formally adopted by the cities of Biloxi and Pass Christian, resulting in a 50% reduction in the amount of time spent on force account claims by both FEMA and city personnel
- Presented recommendations to City of Biloxi personnel during disaster preparation sessions sponsored by the City

#### **AmeriCorps Vista, International Rescue Committee (IRC Dallas), Resource Development Dept., Dallas, TX Regional Office, 2006**

- Conducted basic needs assessment, analyzed past fundraising initiatives and made recommendations for the implementation of new fundraising strategies to raise additional general revenue in the Dallas regional office of a global refugee resettlement organization
- Created framework and designed campaign/ rollout strategy for monthly giving donor program to be implemented Fall 2006 and expected to raise \$50,000 in additional annual general revenue
- Formulated a donor acknowledgement protocol for the agency
- Co-created an Access database system for all IRC/Dallas donors and partners that will allow agency to analyze and predict future donor behavior

#### **Consultant, United States Agency for International Development (USAID), 2005**

- Performed as part of a team to complete an analysis of past post-conflict nation building operations
- Developed and implemented an analytic framework to evaluate and write country case studies for four past operations
- Produced a summary analysis report that assessed the structure, function and performance of transitional authorities in post-conflict peacekeeping and reconstruction efforts presented in a formal seminar to 50 experts convened at USAID headquarter in Washington, D.C.
- Report focused specifically on establishing best practices for facilitating fiscal accountability, public service sequencing and civil service capacity building for new governments prior to national and local elections

### **PRIOR PROFESSIONAL EXPERIENCE**



- Media Relations and Corporate Communications Specialist, Federal Reserve Bank of Dallas, 2000-2003
- Account Executive, The Hart Agency, Inc., 1999-2000
- Manager of Education (promoted from Education Coordinator), Greater Dallas Chamber of Commerce, Education and Workforce Development Dept., 1998-1999

#### **SPECIALIZED TRAINING**

- Certified Project Management Professional (PMP), Project Management Institute (PMI)
- Emergency Management Institute training (12 classroom and online courses-listing available upon request)
- Intermediate French/ beginner Kiswahili and Spanish

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**[REDACTED], Project Manager**

**SUMMARY OF EXPERTISE**

[REDACTED] is a Financial Analyst with Holmes & Company with over 12 years experience in financial and technology consulting engagements. Brian participates on the Financial Capacity Assessment reviews under the Federal Transit Administration's (FTA) Financial Management Oversight program, which involve the evaluating the financial status of FTA funded construction projects throughout the country. In prior years, he has worked with the FTA's Office of Planning.

**PROJECT EXPERIENCE  
GOVERNMENT AGENCIES**

***U.S. DEPARTMENT OF  
TRANSPORTATION***

Performed financial capacity assessments on behalf of the Federal Transit Administration related to large infrastructure investments being considered for funding in the United States and Puerto Rico including:

Massachusetts Bay Transportation Authority  
Puerto Rican Highway and Transportation Authority,  
Metropolitan Atlanta Rapid Transit Authority  
Metropolitan Transit Authority of Harris County, Houston  
among others.

Participated on an annual basis in the assisting the Office of Planning in their development of the Annual Report on New Starts

Featured speaker at seminars held routinely throughout the country pertaining to financial planning and compliance with Federal Transit Administration rules and regulations.

***CITY OF PHILADELPHIA***

Prepared financial forecasts and study for the City of Philadelphia that recommended approaches for funding a multi-billion dollar infrastructure investment without degrading regional services currently being provided by the South Eastern Transportation Authority.

**PUBLIC FINANCIAL  
MANAGEMENT**

Assisted in the preparation of financial recovery plans for the Camden, New Jersey and Nassau County, New York.

**EDUCATION**

BS in Accounting – Villanova University, Villanova, PA  
Graduate level coursework in Economics - Temple University, Philadelphia, PA



◆ PROJECT MANAGER	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is an experienced planner working in Public Assistance, Individual Assistance, and Long-Term Recovery. She specializes in helping communities recover from natural and man-made disasters. She has responded to over seven disasters in Florida and Louisiana, and has worked with the local, state and federal government in the US as well as international organizations.</p> <p>Much of ██████████ work has been in concert with the Federal Emergency Management Agency (FEMA), where she has managed over \$35M dollars in Public Assistance grants in Florida (Hurricanes Jeanne, Charley &amp; Ivan where she served as Project Officer and Debris Specialist) and worked to develop over 100 temporary housing group sites in Louisiana. Following Hurricane Katrina, ██████████ served as a Housing Strike Team member, a Project Officer, and a Program Analyst for Individual Assistance.</p> <p>Prior to her work with Hagerty, ██████████ consulted for the International Rescue Committee's programs in Rwanda and the Democratic Republic of Congo (DRC) to establish new technological tools to improve disaster recovery and response. She introduced staff to the basic concepts of geographic information systems (GIS) and uses of the technology for the relevant planning, monitoring and evaluation of activities. After conducting field trainings and preparing GIS needs assessments and implementation plans, ██████████ assisted IRC Headquarters' personnel in devising a comprehensive GIS implementation strategy for IRC programs worldwide.</p> <p>She has also served as a community planner for the City of Raleigh, North Carolina. ██████████ is a member of the American Planning Association.</p>	<ul style="list-style-type: none"> <li>◆ Responded to over 7 disasters in Florida and Louisiana</li> <li>◆ Experience in Individual Assistance, Public Assistance, and long-term recovery.</li> <li>◆ Served as Project Officer, Program Analyst and Economic Development Planner on projects for the Federal Emergency Management Agency</li> <li>◆ Worked in East Africa on disaster recovery projects with International Rescue Committee (IRC) and the United Nations High Commissioner for Refugees (UNHCR)</li> <li>◆ Member and Certified Planner of the American Planning Association (APA)</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ Masters of Business Administration, 2009, Columbia Business School <i>Board of Overseer Fellow and Social Enterprise Fellow; Dean's List</i></li> <li>◆ Masters in City Planning, 2001, Massachusetts Institute of Technology, <i>PPIA Fellow</i></li> <li>◆ Bachelors of Science, 1998, University of Richmond, <i>CIGNA Scholar, Cum Laude</i></li> </ul>



## RELEVANT WORK EXPERIENCE

### **Consultant, Harlem Children's Zone, 2008-present**

- Recommend improvements and implementation of program areas to achieve management goals and enhance delivery of program services within the agency.
- Apply advanced statistical techniques and evaluation methods to an array of management assessments, studies, and surveys to improve program effectiveness.
- Manage special projects including employee satisfaction, turnover, exit process, and orientation.

### **Consultant, Hagerty Consulting, Inc. (2005-2007)**

#### *FEMA Individual Assistance Program*

- Produced and presented disaster housing-related reports to assess impact of programs, identify major issues and present appropriate recommendations.
- Assessed multiple facets of the housing program operations to identify program inefficiencies and opportunities.

#### *FEMA Public Assistance Program*

- Advised local government and nonprofit staff on relevant eligibility rules, policies, regulations and special considerations of their projects
- Wrote over \$35M in Public Assistance project worksheets which detailed project scopes of work and cost estimates.
- Performed outreach proactively to develop partnerships with local governments and nonprofits and served as resource to applicants throughout the Public Assistance application process.

### **Consultant, KJMK Management, Inc., (October 2004-December 2004)**

- Served as the Economic/Community Planner on the Hardee/DeSoto County Housing Strike team, developing and implementing a strategic plan to address immediate housing concerns post-hurricane disasters. Coordinated with local government units to identify and address housing needs and lead the effort of a housing plan for the community.
- Provided technical expertise to local government units concerning housing, community development and funding sources for proposed programs.
- Conducted extensive research and analysis to assess community strengths, weaknesses and opportunities and identify the highest impact projects. Assisted in drafting post-hurricane long-term recovery plans.

### **Economic Development Planner, City of Raleigh Planning Dept., (March 2003-August 2004)**

- Initiated, managed and monitored city economic development projects.
- Led all strategic planning projects in east and southeast Raleigh such as neighborhood, redevelopment, and street plans.



- Implemented and oversaw the federally-funded City of Raleigh Brownfields Redevelopment Program, and additionally advised the City of Raleigh City Council and City of Raleigh Planning Commission on long-range planning and economic development projects.

**Consultant, International Rescue Committee (IRC), (June 2002-September 2002)**

- Consulted for the International Rescue Committee's programs in Rwanda and the Democratic Republic of Congo (DRC) to establish new technological tools to improve disaster recovery and response.
- Introduced staff to the basic concepts of geographic information systems (GIS) and uses of the technology for the relevant planning, monitoring and evaluation of activities.
- Assisted IRC Headquarters' personnel in devising a comprehensive GIS implementation strategy for IRC programs worldwide, after conducting field trainings and preparing GIS needs assessments and implementation plans.

**Camp Planner, United Nations High Commissioner for Refugees (UNHCR), Kenya Branch Office, Nairobi, Kenya, (September 2001-June 2002)**

- Designed the first comprehensive geographic information system for refugee camps. The Kakuma Refugee Camp GIS is still being used today by UNHCR. The GIS was used to improve refugee camp planning, monitoring and evaluation.

**Researcher, Dept. of Planning, Urbanization and Environment, Municipality of Windhoek and Dept. of Geography, University of Namibia, (November 1999-August 2001)**

- Designed, developed and completed an environmental planning pilot GIS project in informal settlement areas. She also developed EIS implementation plan and strategy for the Municipality.

### **MEMBERSHIP AND VOLUNTEER ACTIVITIES**

- Pangea Advisors, Consultant, 2007-2009. Pro-bono international development consulting. Projects completed in Dominican Republic (9/2007-6/2008), Liberia/Ghana (9/2008-3/2009), and India (1/2009-5/2009). In-country fieldwork conducted for all projects.
- International Economic Development Council (IEDC), Member, 2009-Present.
- Georgia Association of Economic Developers (GEDA), Member, 2009-Present.
- American Planning Association (APA), Member, 2003-Present.
- Africa Education Project, Board of Directors, 2003-Present.
- Refugee Family Services, Family Literacy Volunteer, 2009-Present.
- Women Involved in Public Policy (WIPP), Member, 2009-Present.
- National Black MBA Association, Member, 2007-Present. Serve on Community Relations and Economic Development Committee and mentor in Leaders of Tomorrow/CASH Program.

**Confidential Information**

**Project Manager**

**KEY SKILLS**

- 10 Years Universal Service Fund Experience**
- 10 Years Government Program Interface Experience**
- Operations Management**
- Process Implementation**
- Project Management**

**Confidential Information**

**EXPERIENCE**

**Solix, Inc.**

**Director – State Program Management**

Manage the operations of State Universal Service Fund (USF) support mechanisms. Specific responsibilities include:

- Oversee financial responsibilities for funds, including the collection of \$600 Million annually
- Calculate funding requirements and proper assessments for each telecommunications carrier paying into the funds.
- Confirm accuracy of and authorize fund disbursements
- Supervise program audits, and financial reporting
- Monitor staff performance to ensure high service and quality standards are maintained
- Interface with state legislators, public utility commissioners, and commission staff to design, implement, and administer funding support mechanisms, including system and procedure development

**Solix, Inc.**

**Manager – Business Development**

- Developed new business proposals for USF administration
- Established appropriate government relationships
- Maintained relationships with telephone exchange carriers for sales of services including discount administration

**National Exchange Carrier Association (NECA) / NECA Services, Inc.**

**Manager – Billing and Collection / Access Billing**

- Administered contracts to provide billing and collections for telecommunications carriers, including maintaining relationships with carriers
- Developed the national standards for evaluation of access billing and revenue reporting processes
- Developed mechanized processes for access billing procedures

**Previously Held Positions**

- Manager – Access Billing, Alltel Service Corporation
- Manager – Toll Settlements, Yadkin Valley Telephone Membership Corporation

**EDUCATION**

- AS Business Administration, County College of Morris

**AWARDS**

- NECA Services, Inc. Employee of the Year, 1998

<span style="font-size: 1.2em;">◆</span> PROJECT MANAGER	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">██████████</span> has more than 20 years of professional construction estimating experience. He specializes in producing accurate, detailed estimates, preparing proposal documents and actively participating in proposal presentations on projects located across the United States and abroad.         </p> <p>           He is equally adept working independently, as a team member or as a preconstruction team leader, either in an office environment or on a project site. The majority of <span style="background-color: black; color: black;">██████████</span> career has been focused on conceptual / schematic projects where complete estimates are generated from incomplete or nonexistent construction documents, beginning with initial budget estimates through design development updates and final guaranteed contract pricing. He is proficient at establishing the scope of work necessary for a project through reviewing all available design and construction documents, interviewing the proposed facility occupants, leading and participating in development meetings with the design professionals, conducting site inspections and verification, soliciting pricing and design input from trade professionals and coordinating all available elements of information into a clear, concise written description of the work to be performed for the budget presented.         </p> <p>           In addition to new construction, <span style="background-color: black; color: black;">██████████</span> is experienced with renovation and restoration projects. He led the preconstruction process on a new judicial and government center for Troup County, Georgia, which included the renovation and restoration of the county's existing 1930s era courthouse. As Estimator / Project Manager, <span style="background-color: black; color: black;">██████████</span> oversaw the removal, restoration and installation of several large architectural features and intricate millwork items from a 150 year old insurance company's previous headquarters to their new facility. He is also a LEED accredited professional who understands the opportunities and challenges inherent with sustainable, energy efficient 'green' building practices.         </p> <p> <span style="background-color: black; color: black;">██████████</span> has significant experience with public sector projects, both federal and local, including U.S. Embassy and Consulate, courthouse, military housing, transportation and correctional facilities. He has also undergone and passed a U.S. State Department security background investigation in relation to his involvement with Embassy and Consulate projects. Along with his private sector experience, which includes high rise residential, office, academic, retail, healthcare, hospitality and data center facilities, <span style="background-color: black; color: black;">██████████</span> has extensive knowledge of a broad range of project types, construction practices and conditions.         </p>	<ul style="list-style-type: none"> <li>◆ Over 20 years of construction estimating experience</li> <li>◆ Experience with projects in many different regions of the country and overseas</li> <li>◆ Focused on conceptual / schematic project types</li> <li>◆ Proficient at establishing and presenting initial scope of work and subsequent updates</li> <li>◆ Experience with renovation, restoration and new construction projects</li> <li>◆ LEED accredited professional</li> <li>◆ Experience with government projects including US Embassies</li> <li>◆ Familiar with a broad range of project types and construction practices</li> <li>◆ Comfortable working independently or as part of a team as required</li> <li>◆ Excellent communication and presentation skills</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>• Bachelor of Science (Building Construction), 1983, Georgia Southern University</li> </ul>



## RELEVANT WORK EXPERIENCE

### Senior Estimator, Balfour Beatty Construction, 2006 – 2009

As Senior Estimator at Balfour Beatty, [REDACTED] led the preconstruction effort on numerous projects. He produced detailed estimates, performed quantity surveys, conducted trade and equipment pricing solicitation, produced scope of work narratives, participated in design development meetings, reviewed progress design documents for conformance to budgeted scope of work, prepared periodic budget updates, assisted in proposal document preparation, presented proposals and budgets, assisted in transitioning projects from Preconstruction to Operations and supported Operations throughout the construction phase of the project.

[REDACTED] project experience with Balfour Beatty includes:

- Managed the preconstruction process from conceptual design through final contract agreement on a 20 acre Design / Build retail center redevelopment involving multiple building demolition, extensive sitework and infrastructure, renovation of existing facilities and construction of four new retail buildings and a 1500 space multilevel parking deck . Also provided support to Operations staff during construction.
- Directed the preconstruction effort on the first phase of a five city block redevelopment project in downtown Atlanta, Georgia, which included an eight level concrete frame parking deck and retail facility, two residential towers of twelve floors each and extensive sitework and site improvements.
- Led the U.S. preconstruction team on a large military housing development in South Korea. The project included 27 high rise concrete frame residential towers, over 2.5 million square feet of multilevel parking decks, multiple 'green' building component option and extensive campus style sitework and infrastructure. [REDACTED] was responsible for preliminary structural design to satisfy the progressive collapse design requirements prior to estimating the concrete structures of each building type. He noted his assumptions of load bearing locations and sizes on the schematic design documents, submitted those documents to the designing structural engineer for review and received approval and concurrence, with only minimal changes to his assumptions.

### Senior Estimator, W.G. Yates and Sons Construction, 2003- 2006

As Senior Estimator, [REDACTED] was responsible for a variety of projects, including:

- Responsible for all preconstruction activities for a Design / Build high rise residential development in Holly Hill, Florida comprising two 26 level condominium towers, a multilevel parking deck, a private marina, sitework and site improvements.
- Provided all preconstruction services for a Design / Build high rise, 85 unit luxury condominium tower with structured parking in downtown Tallahassee, Florida.
- Provided buyout and change order estimating support during the construction phase of the U.S. Consulate in Mumbai, India.
- Led the preconstruction team responsible for developing the estimate and proposal for the new U.S. Embassy in Suva, Fiji. Working from schematic information, [REDACTED] assisted in developing the structural design to satisfy the project's progressive collapse requirements as well as produced the majority of the estimates, coordinated other team members' efforts, attended the site visit and related meetings, interviewed and qualified local trade contractors and assisted in preparing the proposal documents.



### **Preconstruction Manager, Batson-Cook Construction, 1999 - 2003**

As Preconstruction Manager, [REDACTED] led a team of three experienced estimators, working on a variety of projects including:

- Led the preconstruction process on a 22 level, 209 unit condominium tower with associated structured parking and amenities in downtown Atlanta, Georgia.
- Independently provided all preconstruction services for a new Design / Build government administration and judicial facility for Troup County, Georgia. This project also called for the restoration of the county's existing 1930s era courthouse. [REDACTED] was responsible for developing all estimates, design development cost updates and final contract pricing. He also assisted in preparing proposal documents and conducted several presentation meetings before county administration representatives.
- Produced all estimates and budget updates for two university academic buildings on an operating campus in Atlanta, Georgia, as well as supporting Operations throughout the construction process.
- Provided estimates and budget updates for a Design / Build 144 bed detention wing in LaGrange, Georgia. Worked with local administrators to facilitate the transfer of specific operations from the existing, adjacent detention structure to the new building.

### **Estimator II, Hardin Construction, 1997-1999**

As an estimator, [REDACTED] worked as part of a preconstruction team that typically included a project manager, superintendent, estimator and marketing support. Projects he was involved in include:

- A two acre themed Children's Garden located at the Atlanta Botanical Gardens. This project included extensive sitework, walkpaths, custom fabricated permanent exhibits, a manmade streambed with waterfall and a stone pedestrian bridge over the main entrance road into the Botanical Gardens. The design, layout and construction of the Children's Garden were required to be conducted without disrupting the daily operations of the Botanical Gardens. [REDACTED] was particularly involved in making regular progress and budget update presentations to the Botanical Gardens Board of Directors throughout all phases of this Design / Build project.
- [REDACTED] assisted in estimating additions and renovations to the Georgia World Congress Center in downtown Atlanta, Georgia.

### **ADDITIONAL RELEVANT EXPERIENCE**

- Hartsfield International Airport, Atlanta, Georgia, 1993 – 1995, Cost Control Engineer (onsite)
- CitiCorp Data Center, Napa, California, 1989, Estimator
- IBM Durham Campus, Durham, North Carolina, 1988, Estimator

◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a senior management consultant with 9 years of professional and 14 years of volunteer and public service experience. Her emergency management work spans sheltering and disaster housing, training and exercises, and continuity of operations planning. Other skills include project planning and management, meeting facilitation, organizational improvement, performance management, and financial management and analysis.</p> <p>Currently, ██████████ is in her third year supporting the Federal Emergency Management Agency (FEMA) with disaster housing programs, tools, policies, stakeholder management, and research. She has contributed to FEMA's Catastrophic Housing Annex, provided assistance to state and local governments requesting federal resources and assistance, and</p> <p>Previously with Hagerty, ██████████ supported Georgia's Chatham County Emergency Management Agency in the development of a County-wide Continuity of Operations Plan (COOP) as well as twenty-two Departmental Plans. She also produced a Training and Exercise Toolkit for Montgomery County, Maryland to assist County departments in raising awareness of the Continuity of Operations Program (COOP).</p> <p>From 2007 to 2009, ██████████ served federal clients with Grant Thornton's Global Public Sector practice. In her work with Immigrations and Customs Enforcement, she developed a contingency spend plan helping offset a 28% shortfall in program fee revenue for a \$120M fee-funded program. She also supported the program's fee study by creating an activity-based cost model and researching economic factors affecting demand for program services.</p> <p>For the Bureau of Indian Affairs, ██████████ delivered regionally-tailored, day-long training exercises to 100+ senior federal personnel and partners. She facilitated focused working group discussions and helped stakeholder communities agree on goals, strategies, and buy-in for inter-agency collaboration. ██████████ also assisted NASA's Office of Education in revising their performance measures and report language for the Office of Management and Budget, resulting in the elimination of impending budget elimination and earning NASA OETS its highest-ever program performance budget rating.</p> <p>Before joining Grant Thornton, ██████████ provided research, analysis, and recommendations for several non-profit, state and international organizations. As a Child Support Officer for the Attorney General of Texas, she gained experience serving the public within complex policy and legal requirements.</p> <p>██████████ volunteers and trains with the American Red Cross' D.C. and Arlington offices, and National Capital Area Chapter. She is also active with local non-profits, fluent in Spanish, and currently working on becoming a Certified Emergency Manager® (CEM) with the International Association of Emergency Managers (IAEM).</p>	<ul style="list-style-type: none"> <li>◆ Master of Public Administration, Maxwell School, Syracuse University</li> <li>◆ 9 years of professional – and 13 years of volunteer – experience serving the public from within the government, private, and non-profit sectors</li> <li>◆ Updated 22 Departments' COOP plans for Chatham County Emergency Management Agency</li> <li>◆ Delivered nation-wide, regionally-tailored training for the U.S. Bureau of Indian Affairs, building stakeholder consensus and buy-in for collaborative goals and strategies</li> <li>◆ Developed contingency spend plan for a 28% shortfall in a \$120M fee-funded program affected by the global economy, and an activity-based model for the program's FY2011 fee study</li> <li>◆ Developed performance measures and language for a NASA budget performance report, both evading budget elimination and earning highest-ever program rating</li> <li>◆ Developed Risk Management Manual which became the model for all Student Activities organizations at Texas A&amp;M University</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Master of Public Administration, 2007, Maxwell School, Syracuse University</li> <li>◆ Bachelor of Arts, Anthropology (Minor: Political Science), 2003, Texas A&amp;M University</li> </ul>





## RELEVANT WORK EXPERIENCE

### **Managing Associate, Hagerty Consulting, Inc., 2010-Present**

#### *Federal Emergency Management Agency (FEMA), Housing Branch*

- Regularly conduct research and compile information on disaster housing options. Recently supported development of language, graphics, and option-specific informational detail for inclusion in FEMA's Catastrophic Housing Annex.
- Draft responses to state and local governments' requests for FEMA resources and assistance regarding disaster housing planning and operations. Develop communications plans and messaging for, and draft responses to inquiries from, a wide range of other disaster housing stakeholders.
- Assist with project plan coordination – including meeting preparation and facilitation, as well as document editing and production – to ensure stakeholder participation and timely completion of key deliverables.
- Supported FEMA-led multi-agency task force to improve disaster housing assistance capacity by expanding the repertoire of housing options available to assist victims and communities impacted by disasters. Assisted with alternative unit evaluation, including managing unit occupancy and repairs, collecting and analyzing performance data, and producing reports on the timeliness, range of use, livability and cost effectiveness of alternative housing units.

#### *Chatham County Emergency Management Agency, Georgia*

- Supported the development of a County-wide Continuity of Operations Plan (COOP) as well as twenty-two Departmental Plans.

#### *Montgomery County Emergency Management Agency, Maryland*

- Produced a Training and Exercise Toolkit to assist County departments in raising awareness of the Continuity of Operations Program (COOP).

### **Consultant, Global Public Sector, Grant Thornton LLP, 2007-2009**

- Provided organizational improvement, performance management, training, facilitation, and financial analysis and management services in support of federal agencies and working groups. Received client commendations as well as the company's "The Extra Degree Award" for excellence in client service.

#### *Immigration and Customs Enforcement, Student and Exchange Visitor Program*

- Recommended program staffing reorganization, including career paths enabling the client to retain key personnel.
- Worked directly with the Program Director and senior budget staff of \$120M fee-funded program to identify savings to offset program's 28% shortfall in FY2009 revenue.
- Created an activity-based (ABC) cost model and researched economic projections to inform FY2011 fee study, impacting program income for next two years.

#### *Bureau of Indian Affairs (BIA)*

- Conducted nation-wide, full-day training sessions, focus groups, and learning exercises about Office of Management and Budget requirements for BIA Tribal, Regional and Agency members.



- Tailored materials to ensure regional relevancy and political sensitivity, resulting in strong participation among historically reserved BIA stakeholders and agreement on goals and strategies for inter-organizational collaboration, and earning individual accolades from client and participants.

*National Aeronautic and Space Administration, Office of Education (NASA OE)*

- Removed impending threat of budget elimination and earned client its highest-ever budget performance program rating by reducing client performance measures from 84 to 10, justifying unique mission space for client programs among – by benchmarking against – its peers’ programs, and making recommendations for improving future performance data and reporting.

*Potomac Forum, Ltd.: “How to Succeed in PART and Show Results”*

- Delivered full-day training and follow-up support for 100+ senior Federal employees; facilitated learning exercises engaging federal employees with varying levels of PART experience; and optimized workshop design by developing course materials and conducting pre- and post-surveys.

*Federal Geospatial Line of Business*

- Facilitated a focused discussion and decision-making to form inter-agency goals and strategies related to geospatial technology in the federal government. Worked with subject matter experts from various organizations to efficiently revise various highly-technical documents for public release.

*U.S. Department of Agriculture (USDA), Food Safety Inspection Service (FSIS)*

- Coordinated multiple stakeholders’ inputs to revise functional requirements for the Budget Projection Management System, an automatically-computed activity based costing system which eliminated reliance on un-standardized, Excel-based budget projections.

**Pro Bono Consultant, Costa Rica Ministry of Health, 2007**

- Developed educational materials regarding adolescent depression to reduce incidence of suicide in local impoverished schools. Produced internal control and risk mitigation documents for the Nursing Department’s Standard Operating Procedures; and developed management recommendations to improve productivity and data security for offices hosting non-employees.

**Pro Bono Consultant, GE Money, Business Analytics Division, 2007**

- Created an analytical dashboard report to assist company executives in making decisions regarding company reorganization and office productivity and closure following a major merger.

**Academic Consultant, D.C. Coalition for the Homeless (DCCFH), 2007**

- Recommended best practices for pursuing short- and long-term organizational goals based on analysis of client needs and environment, best practices research, and stakeholder interviews.

**Academic Researcher, Road Home Program, Louisiana Recovery Authority, 2007**

- Analyzed the early-stage policy implementation process of the Louisiana Recovery Authority’s Road Home Program and identified key barriers to – and recommendations for – achieving policy goals by conducting literature reviews and stakeholder interviews, and evaluating program authorization, contracting, funding, policies, and processes.

**Research Assistant, Campbell Public Affairs Institute, Syracuse University, 2006-2007**

- Created a database for analyzing Congress members’ activity regarding higher education funding policies, evaluated data sets for use in statistical analysis, and contributed to published works.



**Child Support Officer, Training Team, Office of the Attorney General, 2004-2006**

- Researched, analyzed and resolved 110+ client case inquiries daily; collected over \$25,000 for Texas families; and developed employee training materials and proposed technological and procedural improvements to enhance agency customer service, employee productivity, and data integrity.

**SPECIALIZED TRAINING**

**Department of Homeland Security – Federal Emergency Management Agency**

*Coursework*

- Mass Care Shelter Field Guide Training (FEMA / ARC)
- National Response Coordination Staff (**formerly NRCC Activation Team**) Training
- Homeland Security Exercise and Evaluation Planning (HSEEP)
- FEMA Advanced Social Media Course
- DHS Basic Records Management Training

*Conferences*

- 2010 Individual Assistance – Emergency Support Function #6 4/2010
- New Madrid Seismic Zone – Mass Care 8/2010

*Emergency Management Institute (online and classroom)*

- IS-8.A – Building for the Earthquakes of Tomorrow: Complying with Exec. Ord. 12699
- IS-100.A – Introduction to Incident Command
- IS-107.10 – FEMA Travel Rules and Regulations 2010
- IS-120.A – An Introduction to Exercises
- IS-130 – Exercise Evaluation and Improvement Planning
- IS-197.EM – Functional Needs Planning Considerations for Emergency Management
- IS-197.SP – Funct. Needs Planning Considerations for Service and Support Providers
- IS-200 – ICS for Single Resources and Initial Action Incidents
- IS-279 – Engrg. Principles and Practices – Retrofitting Flood-Prone Resid. Structures
- IS-403 – Introduction to Individual Assistance (IA) (DF-10)
- IS-630 – Introduction to the Public Assistance (PA) Process
- IS-700.A – National Incident Management System (NIMS)
- IS-800.B – National Response Framework, an Introduction
- IS-806 – ESF #6: Mass Care, Emergency Assistance, Housing, and Human Services
- IS-814 – ESF #14: Long-Term Community Recovery
- L-550 – Continuity Planner’s Workshop
- L-551 – COOP: Devolution Planning Workshop

**American Red Cross (ARC) – Deployments (D), Service (S) and Exercises (E)**



- (D) Marine Corps Marathon, *Mass Care* 10/2011
- (D) Tropical Storm Lee, *Woodbridge Shelter Manager and Case Worker* 9/2011
- (D) Hurricane Irene, *RDCC Disaster Duty Officer* 8/2011
- (E) Northeast Region Hurricane Drill, *ARC Shelter Staff* 6/2011
- (E) BWI Emergency Plan Exercise (EPLEX) 2011, *Actor* 5/2011
- (S) National Response Coordination Center, *ARC Liaison* 4-5/2011
- (E) Joint Human and Pet Sheltering Exercise, *ARC Logistics Lead*  
(Arlington County, ARC, Animal Welfare League of Arlington) 3/2011
- (E) Reagan National Airport Exercise (APEX) 2010, *ARC Canteening* 9/2010
- (D) 2009 Inauguration, *ARC Shelter Staff* 1-2/2009

### ASSOCIATIONS

- American Red Cross, *Disaster Services Human Resources* 1999-Present
- International Association of Emergency Managers 2011-Present
- Friends of Screen on the Green, *Treasurer, Founding Board Member* 2010-2012
- Emergency Management Sector, American Society for Public Administration 2006-2010
- United Way of Dallas, Community Building Grants Panel, *Panel Member* 2006

◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>Over the past 17 years [REDACTED] career includes working in multiple industry sectors including Oil &amp; Gas, Construction, Energy, Sports &amp; Entertainment, Health Science, Manufacturing, Geosciences, Nonprofit, Governmental, Financial Institutions (banks and credit unions) and Religious entities. During [REDACTED] career, his roles have included working in the areas of Controllershship, Audit Preparation and Management Services for Salvage/Oil &amp; Gas Pipeline Company and National Diesel Gas &amp; Lubricate Distribution Company with Revenue over \$125 million and \$500 million respectively. While serving clients, he has been the main contact between clients and their external auditors. [REDACTED] has also assisted clients with the resolution of FAS 115 Investments, Capital Construction Fund Accounting and FIN 46 issues.</p> <p>For the past (3) years, [REDACTED] has provided accounting consulting and business advisory service to the accounting department of the City of New Orleans Disaster Recovery Project. Several of [REDACTED] responsibilities included providing Audit Preparation services, FEMA Account Reconciliation, Human Capital and resolving Technical Accounting and Financial Reporting issues.</p> <p>[REDACTED] has been involved in reporting for non-profits, financial institutions, governments with A-133 compliance requirements, SEC Companies, and SOX compliance.</p> <p>His experience includes Big 4 Public Accounting, in which he worked in the Assurance Practice. In addition, Mark has several years of accounting, tax, and auditing and client management services experience for individuals and small businesses.</p>	<ul style="list-style-type: none"> <li>◆ Analyst experience with the City of New Orleans financial disaster recovery</li> <li>◆ Governmental financial management and auditing experience</li> <li>◆ Significant experience with large-scale project management, practice development and leadership roles</li> <li>◆ Managed reconciliation \$22mil of FEMA expenses and reimbursements between GOHSEP and the City of New Orleans accounting system.</li> <li>◆ Complied \$300mil Construction – In – Progress roll forward in which expenses for Capital Projects both new constructions and improvements to existing Fixed Assets are maintained.</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Master of Business Administration, 2009, University of Phoenix</li> <li>◆ Bachelor of Arts Accounting, 1996, Dillard University</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Analyst, Hagerty Consulting, Inc., 2009 - Present**

- Managed objectives and relationships between Hagerty Consulting and Department of Finance City of New Orleans.
- Managed and developed processes to update City of New Orleans accounting system to LAPA. (FEMA Account Reconciliation Process).
- Performed financial statement audit preparation services for (3) three external financial statement audits.
- Also, served as liaison between the City of New Orleans and their external auditors Postlethwaite and Netterville.
- Worked directly with Hagerty Project Manager to provide Human Capital Resources.
- Provided accounting consulting and business advisory services to the City of New Orleans accounting department.
- Reviewed and created journal entries created by Hagerty Team related to LAPA reimbursements, replenishments and FEMA Reconciliation Process.

### **Manager, Tatum, LLC, 2007-2009**

- Responsibilities included managing the consulting and audit services of a \$125 million salvage/oil and gas pipeline company. Additional services included working directly with the companies CFO and Accounting Manager assisting them with managing month end close process, the day to day operational decisions regarding staffing, accounting procedures and financial statement guidance.
- Operated as the Controller, assisting in the resolution of the following issues: FAS 115 Investments, Capital Construction Fund Accounting and FIN 46. In addition, to maintain banking relationship by ensuring the company submitted debt covenants timely.
- Performed financial statement audit preparation services for (2) two external audits before the external auditors entered the field. Also, served as liaison between the client and external auditors and ensured the audits were completed within a (9) nine month period. (External auditors BDO Seidman)
- Managed the consulting and audit services of a \$500 million company involved in the distribution of Exxon Mobil Oil products and various other vendors' product in the southwest region of the United States. Additional services included working directly with the companies Vice President of Finance and Controller assisting with managing the month end close process and agreeing the financial statements to staff reconciliations. Other duties included assisting Controller with day to day operational decisions regarding staffing, accounting procedures and financial statement guidance.
- Performed financial statement audit preparation services before the external auditors entered the field. Also, served as liaison between the client and their external auditors saving the client \$60,000 in audit fees. (external auditors UHY, LLP)
- Reported directly to the CFO Partner of Tatum, LLC, maintained job budget, billings for client services performed and weekly report of duties performed.
- Recruited managers and seniors to join Tatum, LLC.

### **Senior Auditor, Ernst & Young, 2005-2007**

- Performed auditing services for the following types of clients: health sciences, geosciences, manufacturing, energy/oil & gas and media /entertainment.
- Managed staff accountants and reviewed their work papers
- Worked directly with audit managers in planning audits
- Managed the timing of audit procedures in relation to budgeted hours and communicated with managers
- Daily interactions with clients to foster ongoing working relationships
- Performed SOX testing and reviewed SEC Reporting financial statements

### **Senior Auditor, Bruno & Tervalon, Certified Public Accountants, 1998-2004**

- Worked directly with managing partner and audit managers in planning audits



- Performed auditing services for the following types of clients: nonprofit and governmental with circular A-133 compliance, financial institutions (banks and credit unions), religious entities, and audits of financial aid for educational institutions
- Managed staff accountants and reviewed their work papers
- Responsible for drafting audit reports
- Independently completed audit engagements without direct supervision
- Managed the timing of audit procedures in relation to budgeted hours and communicating with partners
- Daily interactions with clients to foster ongoing working relationships
- Performed consulting engagements in which we analytical reviewed account balances analyzed financial statements, implemented accounting procedures and created the necessary journal entries for local area Theme Park and School Board.
- Performed joint ventures with the following firms: Deloitte and Touché LLP, Bourgeois Bennett LLC.

### **SPECIALIZED TRAINING**

██████████ has a vast array of accounting software experience such as Microsoft Accounting Applications, Solomon & Frx, Carillon, AFIN and Great Plains. In addition to accounting software ██████████ also has experience with Drake (Tax), Word, Excel and PowerPoint.

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## Supervisory/Senior Consultant

### KEY SKILLS

**7 Years Project Management Experience**

**Quality Assurance and Compliance**

**Budget Review Management**

**Strategic Planning**

**Business Process Analysis**

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### EXPERIENCE

#### Solix, Inc.

##### Program and Project Manager

Leads and directs a high-performing team in delivering management services. Employs a proactive approach, providing clients with timely communication and recommended courses of action. Specific responsibilities include:

- Ensuring that complex projects are completed on schedule and within budget resulting in a high client retention rate
- Serving as primary client contact, leading client meetings to discuss progress against goals, program development, and strategic planning
- Analyzing procedures to streamline business processes and to enhance services and performance
- Overseeing administrative review of grantee financial and performance reports, prioritizing noncompliance issues and recommending courses of action
- Monitoring quality of program deliverables and ensuring that outcomes meet statutory requirements
- Directing and organizing resources and staff to ensure efficient and effective business operations
- Developing policy recommendations to further program objectives
- Administering grant competitions, including developing annual requests for applications, forms, and overseeing administrative reviews of proposals and budget requests
- Providing client consulting based on program-level evaluations, legal or programmatic requirements, and best practices

#### Lytmos Group, LLC

##### Grant Manager

- Responsible for the planning, development, and management of all programs
- Interact with sponsored research offices at 15 different academic institutions
- Provide support for more than 100 faculty members leading research projects

##### Previously Held Positions

- Account Manager, Program Manager, and Project Manager, Sprint Corporation (now Sprint Nextel)
- Programmer Analyst, Crescendo Systems, Inc.

### EDUCATION

- MBA, Rockhurst University
- BS Business Administration/Data Processing, Northeast Missouri State University (now Truman State University)

### CERTIFICATIONS

- Master's Certificate in Project Management, George Washington University





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## Supervisory/Senior Consultant

### KEY SKILLS

6 Years Operations Management

2 Years Systems / Business Analysis

Customer Service

Telecommunications Experience

Pharmaceutical Experience

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### EXPERIENCE

#### Solix, Inc.

##### Senior Director – Commercial Programs

Manage the operations of multi-client and multi-state Universal Service Fund lifeline programs to provide discounted telecommunications service to low-income households. Specific responsibilities include:

- Manage Solix's operations team which provides, reviews, and audits forms. Includes overseeing subcontractors' operations
- Perform quality assurance to ensure that all contractual obligations and performance requirements are met
- Plan, develop, and implement processes and procedures to ensure that all new programs and program enhancements are correctly and efficiently implemented
- Interact with customers to ensure customer satisfaction

#### Solix, Inc.

##### Manager – State Program Management

- Provided customer support to telecommunications companies, vendors, and the California Public Utility Commission regarding the California Lifeline Program. This program administers 100,000 new applications, 235,000 forms from existing applicants and 7,000 audits monthly
- Provided technical support for operations staff and for data analyses as requested by customers

#### Solix, Inc.

##### Manager – Business Systems Analysis

- Managed business system analyst team which developed and maintained systems used to support Solix customers
- Provided end-user support for systems functionality, including system testing, problem resolution, and design documentation

### RELEVANT EXPERIENCE

- Systems Analyst, Knowledge Partners, Inc. and NECA, Inc.
- Systems Analyst Consultant, Ortho McNeil Pharmaceutical
- Data Analyst, Janssen Pharmaceutical

### EDUCATION

- MS Project Management, Stevens Institute of Technology
- Post-Baccalaureate Information Systems, Virginia Commonwealth University
- BS Management, Virginia Tech

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**Supervisory/Senior Consultant**

**KEY SKILLS**

**7 Years Universal Service Fund Experience**

**Product Management and Marketing**

**Vendor Management**

**Data Analysis**

**Customer Service**

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**EXPERIENCE**

**Solix, Inc.**

**Manager – State Program Management**

Responsible for the accurate and timely collection of revenue and disbursement of funds for four State Universal Service Fund (USF) programs and two Telecommunications Relay Service (TRS) programs. Programs process over \$6 Million in funds monthly, with contributions from over 2,000 companies and disbursements to 100 companies. Specific responsibilities include:

- Manage team to ensure all regulatory, contractual, and procedural requirements are met
- Develop, implement, and verify compliance with procedures
- Prepare assessment factor calculations
- Interface with state public utility commission staffs so that program information and needs are mutually understood
- Coordinate audits on state funds

**Solix, Inc.**

**Manager – Program Compliance and Integrity Assurance**

- Led teams in reviewing applicants' appeals of Solix decisions on federal Schools and Libraries (E-Rate) program funding
- Supervised staff so that all processes were performed in compliance with procedures and FCC rules and guidelines
- Evaluation of processes and procedures to identify and recommend process improvement opportunities
- Maintain extensive up to date knowledge of FCC rules and guidelines

**Previously Held Positions**

- Contract Manager, Lucent Technologies, AT&T, Inc.
- Product Manager, Lucent Technologies, AT&T, Inc.
- Market Manager, Operations Systems, AT&T, Inc.

**EDUCATION**

- Thunderbird Graduate School of International Management Executive Program
- Mini-MBA Finance, AT&T School of Business/Wharton
- Mini-MBA Global Business, AT&T School of Business/Penn State
- Masters in Management, Stevens Institute of Technology
- BS Chemistry, State University at Binghamton

◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">[REDACTED]</span> is a qualitative and quantitative research methods specialist with over ten years of experience in public policy and financial analysis. She has over four years of FEMA Public and Individual Assistance programs experience. Her skills include financial analysis and management; qualitative and quantitative analysis; and business process improvement. Prior to Hagerty, <span style="background-color: black; color: black;">[REDACTED]</span> was an analyst with UCLA and a research team manager with the RAND corporation.         </p> <p>           FEMA Public Assistance Project Specialist--Post Hurricane Irene, Long Island, New York. October 2011 – May 2012. Managed projects for five (5) FEMA Public Assistance Program sub-grantee’s located across Long Island, New York. Formulated eleven (11) complex natural disaster recovery claims for reimbursement of approximately \$1.5M for the loss of buildings and their various components, force account labor costs, materials and debris removal for a variety of public sector entities. Also, conducted multifaceted audits of contract labor, commercial housing and equipment costs to support the development of a \$20M recovery claim submitted by LIPA/National Grid. Sub-grantee’s included state agencies and small local government entities, such as, the LIPA/National Grid; Nassau County Police Department; Suffolk County Police Department; Towne of Brookhaven, Towne of South Hampton, and South Oaks Hospital.         </p> <p>           FEMA Public Assistance Project Specialist—Post Indiana (April – June) Flooding Event. July 2011 – September 2011. Managed projects for 10 sub-grantee’s located throughout the Counties of Dearborn, Ripley and Jennings. Participated in all sub-grantee kickoff meetings; completed over 63 damaged site inspections; 25 recovery claims for reimbursements were submitted for local County Highway Departments; Flood Control districts; Volunteer Fire Departments; City Parks and Municipal Airports totaling approximately \$250K.         </p> <p>           April 2008 – September 2008 and August 2009 – May 2011            Program and Implementation Specialist—Mississippi Emergency Management Agency’s Alternative Housing Pilot Program (AHPP) funded by a \$280M appropriation from Congress. Ms. Tatum served as an on-site lead of the AHPP individual Katrina Cottage sales process, providing real-time feedback and support to applicant Case Managers and AHPP staff. Reviewed all documentation required for clients to navigate and complete the cottage purchase process. She managed program workflow and daily operation reports which communicated weekly goals, client statues and assist with the identification of program and process improvement opportunities. Provided policy and data analysis and prepared progress reports for submission to Program grant managers. Additionally, she shared in the development of key policy and program guidance.         </p>	<ul style="list-style-type: none"> <li>◆ Drafted MAHP Policy Guidance and Related Procedures</li> <li>◆ Developed MAHP Permanent Housing Survey</li> <li>◆ Trained over 40 Housing Advisors in basic survey administration; data integrity principals</li> <li>◆ Drafted MS Cottage Real Versus Personal Property Scoping Paper</li> <li>◆ Conducted financial audits for complex disaster recovery claims for FEMA’s Public and Individual Assistance Programs</li> <li>◆ Developed and presented public policy briefings to elected and appointed officials, and public and private and nonprofit sector professionals</li> <li>◆ Conducted financial and public policy analyses, in-depth investigations, and performance audits for the City of St. Paul, MN</li> <li>◆ Trained in Qualitative and Quantitative Research Methods: Rand Corporation, and St. Paul City Council Investigation &amp; Research Center</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ <i>Master of Public Administration, National Urban Fellow, Baruch College</i></li> <li>◆ <i>Bachelor of Arts, Interdisciplinary Studies , California State University Dominguez Hills</i></li> </ul>



## RELEVANT WORK EXPERIENCE

### **Independent Consultant, Hagerty Consulting, Inc., 2005-Present**

- FEMA Public Assistance Project Specialist--Post Hurricane Irene, Long Island, New York  
Managed projects for five (5) FEMA Public Assistance Program sub-grantee's located across Long Island, New York. Formulated eleven (11) complex natural disaster recovery claims for reimbursement of approximately \$1.5M for the loss of buildings and their various components, force account labor costs, materials and debris removal for a variety of public sector entities. Also, conducted multifaceted audits of Contract Labor, commercial housing and equipment costs to support the development of a \$20M recovery claim submitted by LIPA/National Grid. Sub-grantee's included state agencies and small local government entities, such as, the LIPA/National Grid; Nassau County Police Department; Suffolk County Police Department; Towne of Brookhaven, Towne of South Hampton, and South Oaks Hospital.
- FEMA Public Assistance Project Specialist—Post Indiana Flooding Event  
Managed projects for ten (10) sub-grantee's located throughout the Counties of Dearborn, Ripley and Jennings. Participated in all sub-grantee kickoff meetings; completed over 63 damaged site inspections, and to date; 25 recovery claims for reimbursements were submitted for local County Highway Departments; Flood Control districts; Volunteer Fire Departments; City Parks and Municipal Airports totaling approximately \$300K.
- Served as a Business Management Consultant for the Mississippi Alternative Housings Pilot Program (MAHP). Performed in-depth research related to placement of the Mississippi Katrina Cottage as real versus personal property. Conducted data collection principals and techniques trainings for approximately 40 Housing Advisors and 4 Supervisors.
- Performed in-depth research related to placement of the Mississippi Katrina Cottage as real versus personal property.
- Designed needs assessment and survey data collection tools.
- Developed program policy guidance and related procedures.
- Served as a FEMA Public Assistance Specialist (PA)—Team Lead (Post Hurricane IKE): Formulated over 60 complex recovery claims for reimbursements for Utility and Water Improvement districts totaling a pproximately \$1.3M . Also c onducted c omprehensive F orce A ccount L abor audits a nd equipment validations to support the development of approximately \$900,000 in recovery claims for the City of Houston and Pasadena School Districts.
- Served as a B usiness Process Consultant –FEMA Gulf Coast Recovery Office (GCRO): Interviewed approximately 25 directors, managers and frontline staff; in an effort to employ a multi-level assessment approach to evaluate the as-is implementation process of FEMA's Gulf Coast Recovery Housing Action Plan Support (HAP) in the Texas and Alabama Transitional Recovery Offices.
- Contributed to the development of the Texas and Alabama Transitional Recovery Offices Assessment Reports.
- Developed key program specific process maps.
- Functioned as an Individual Assistance (IA) Program Analyst – Manager: D esigned process flow documents utilized in defining how all 112 temporary group housing sites were to be demobilized and restored throughout the state of Louisiana. Oversaw the development of projects papers, policy and process documents, designed to aide FEMA management and support staff in all areas concerning the complex housing needs facing L ouisiana r esidents as a r esult o f H urricanes K atrina and R ita.



Supervised a staff of three (3) contractors and monitored the work of several local hire staff supporting the Temporary Group Housing efforts.

- Functioned as an FEMA Public Assistance (PA) Project Specialist (Post Hurricane Katrina--MS): Formulated over 70 complex recovery claims for reimbursements of approximately \$2.2M for the loss of buildings and their various components, contents and debris removal for a variety of public sector entities. Applicants included state agencies, small local government entities and large school districts, such as, the Mississippi Dept. of Wildlife, Fisheries and Parks; City of Meridian and other applicants throughout Lauderdale and Claiborne County's and Harrison County and City of Long Beach School Districts.
- Successfully saved the client over \$1M in ineligible recovery claims.

### **PRIOR PROFESSIONAL EXPERIENCE**

**Saint Paul City Council Investigation & Research Center**, National Urban Fellow & Public Policy Analyst, Saint Paul, MN 2004 – 2005

- Managed multiple time sensitive and controversial policy development projects for council members.
- Responsible for the development of policy – briefing memorandums and fact sheets: Corporate Subsidy Laws; State-operated Gaming Casino Proposition and the City's adherence to the State's Living Wage.
- Participated in community advisory panels and departmental compliance investigations.
- Provide support to the senior financial analyst in preparation of annual budget hearings.

**UCLA**, Administrative Analyst, IMPACT Program, Los Angeles, CA September 2001-April 2004

- Directed and analyzed outreach operations for the Southern California Region of a State funded program providing prostate cancer treatment for low income and underserved males.
- Educated over 1000 community members, leaders and prostate cancer advocates about the issues facing low-income uninsured men diagnosed with prostate cancer.
- Developed and implemented statewide program education, advocacy and community mobilization strategies, which resulted in the collection of over 200,000 signatures to support continued program funding.

**Vital Research**, Independent Consultant, Health Encouragement through Active Living (HEAL), Los Angeles, CA, June 2001-October 2001

- Co-designed research instruments utilized in a Faith-Based health awareness pilot- program that was later adopted in approximately 15 churches throughout Los Angeles County.
- Provided support to research team without come theme coding, data analysis and the outcomes report. Additionally,
- Served as the lead trainer in interviewing and data collection techniques for all the program participants.

**RAND Corporation**, Survey Research Field Manager, Santa Monica, CA, August 1998 - August 2001



- Field Manager on multiple Social and Public Policy research development projects that varied in their scope of work, levels of responsibility, and time commitment.
- Co-designed and implemented program guidelines for a study looking at the effectiveness of combined counseling techniques on reducing high-risk sex and/or drug behavior.
- Responsible for designing program training materials data tracking reports.
- Supervised a team of multicultural field interviewers and supervisors for a multimillion-dollar, longitudinal computer assisted study of 65 Los Angeles County communities, to examine the quality of life in neighborhoods and their affect the on the growth of children.
- Recruited, trained and supervised eighteen multicultural data collectors for a longitudinal school-based survey of middle school students regarding their knowledge and use of alcohol, drugs and tobacco.
- Observed and monitored survey administration to assure the adherence of strict data safeguarding guidelines.
- Interfaced with school principals, vice principals, department heads and/or teachers within twelve Los Angeles County schools to communicate program specifications and coordinate implementation schedule.

#### **SPECIALIZED TRAINING**

- FEMA Public Assistance Operations I and II
- FEMA PAC Crew Leader Certified
- FEMA IS-393: Introduction to Mitigation
- FEMA National Emergency Management Information System Certified
- Qualitative Research Methods
- Focus Group Facilitation
- Civic Organizing

◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ has strong experience in project management, finance, and reporting for humanitarian relief and post-conflict recovery programs.</p> <p>In his experience in emergency response and disaster management, ██████████ designed and implemented an \$800,000 USAID Office of Foreign Disaster Assistance (OFDA) mobile health clinic program that included managing twelve Kaiser Permanente medical volunteers and five Haitian support staff in order to deliver emergency medical services to the affected population immediately following the 2010 earthquake in Haiti. He also Managed CARE’s \$3.5 million, 1,500-unit transitional shelter program in Leogane, Haiti by hiring and training casual labor and local program staff, overseeing procurement of building materials, performing quality control, and liaising with community leaders to identify beneficiaries. As the Deputy Security Focal Point for Relief International in Port-au-Prince, Haiti, ██████████ attended security coordination meetings and developed the organization’s emergency radio communication policies and procedures which integrated the organization with the United Nations security coordination system.</p> <p>██████████ financial experience includes the design and management of an internal audit to measure cost, schedule and performance of components of USAID’s Afghanistan Small to Medium Enterprise Development program which identified over \$500,000 dollars in financial discrepancies for over 200 subprojects.</p> <p>██████████ is an effective verbal communicator with a fluency in the Greek language, conversation-level skill of Spanish and elementary-level Arabic language knowledge. He is also an impressive writer; he served as lead writer for the US Agency for International Development’s Local</p>	<ul style="list-style-type: none"> <li>◆ Achieved 55% above expected performance targets for USAID’s Local Governance and Community Development program in Q4 FY2011 in Kandahar Province, Afghanistan</li> <li>◆ Researched and drafted speeches for the Commissioner and Deputy Commissioners</li> <li>◆ Advised Marketing Director in development of the New Jersey Motor Vehicle Amnest</li> <li>◆ Managed vendor activity and provided internal guidance on system implementation for USAID’s Local Governance and Community Development project</li> <li>◆ Managed the oversight of \$40 million in multiple public media contracts</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ M.A. in International Relations, 2008, Maxwell School of Citizenship and Public Affairs</li> <li>◆ B.A. in Communications, 1999, Villanova University</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Independent Consultant, Hagerty Consulting, Inc., 2012-Present**

- Provides professional services in the areas of emergency management to Hagerty Consulting and its clients
- Work includes project management, financial management, public assistance support, data analysis, reporting, strategic planning, facilitation, etc.

### **Risk Management Consultant, Cosantoir Group, 2012**

- Performed a risk assessment, threat analysis and developed a crisis management plan for a private U.S. company contracted to implement a U.S. Agency for International Development project in Port-au-Prince, Haiti

### **Stabilization Project Manager, Development Alternatives Inc., 2010-2012**

- Served as lead writer for the US Agency for International Development's Local Governance and Community Development program's final report that analyzed \$350 million dollars and 2,000 sub-projects implemented over a five-year performance period
- Managed an internal audit to measure cost, schedule and performance of USAID's Afghanistan Small to Medium Enterprise Development program which identified over \$500,000 dollars in financial discrepancies for over 200 sub-projects
- Achieved 55% above expected performance targets for USAID's Local Governance and Community Development program in Q4 FY2011 in Kandahar Province, Afghanistan
- Hired, trained and supervised eight direct reports in project monitoring, analysis and strategic reporting in Southern and Eastern Afghanistan
- Managed vendor activity and provided internal guidance on system implementation for USAID's Local Governance and Community Development project

### **Emergency Response and Disaster Management Project Manager, Relief International / CARE, USA, 2010**

- Managed CARE, USA's \$3.5 million, 1,500 unit transitional shelter program in Leogane, Haiti by hiring and training casual labor and local program staff, overseeing procurement of building materials, and developing QA/QC systems
- Represented Relief International and CARE, USA within the United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA) shelter and health cluster coordination meetings
- Served as the Deputy Security Focal Point for Relief International in Port-au-Prince, Haiti, attended security coordination meetings and developed the organization's emergency radio communication policies and procedures
- Designed and implemented an \$800,000 USAID Office of Foreign Disaster Assistance (OFDA) mobile health clinic program that included managing twelve Kaiser Permanente medical volunteers and five Haitian support staff

### **Press Officer, NJ Department of Transportation (NJDOT), 2004-2005**





- Developed targeted communications strategy to promote local pedestrian and bicycle paths in suburban communities
- Drafted press releases and created media kits for NJDOT projects
- Delivered on and off-record commentary to various news and media outlets
- Researched and drafted speeches for the Commissioner and Deputy Commissioners
- Prepared detailed media analyses for senior staff members, government offices and civil society organizations

**Marketing Manager, Office of the Governor – State of New Jersey, 2003-2004**

- Managed the oversight of \$40 million dollars in multiple public media contracts
- Coordinated contract bid and procurement procedures with state agencies
- Developed public policy messages with senior government leaders
- Managed daily service delivery from vendors
- Prepared status reports used in the Governor's Chief of Staff monthly strategy meetings

**Gubernatorial Aide, Office of the Governor – State of New Jersey, 2002-2003**

- Managed multi-department/agency communication, on-site logistics, and press/VIP organization between the Governor's office, civic and private sector entities
- Provided logistical support and services for visiting dignitaries to New Jersey
- Fostered and maintained key relationships with government officials, the media, civic leaders and private sector representatives
- Planned and coordinated the Governor's Economic Trade Mission in July 2002 that included leading a delegation of 50+ dignitaries throughout Ireland and Northern Ireland

**SPECIALIZED TRAINING**

Certified Emergency Medical Technician, State of New Jersey 1996-1999

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**Supervisory/Senior Consultant**

**KEY SKILLS**

**6 Years Schools & Libraries Program**

**Performance Management**

**Process Improvement**

**Financial Management**

**Program Leadership**

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**EXPERIENCE**

**Solix, Inc.**

**Senior Director – Schools & Libraries Program, Pre-Commitment Operations**

Direct the planning and conducting of Solix efforts to prevent and detect waste, fraud, and abuse in Solix-managed programs. Specific responsibilities include:

- Ensure that analysis methodologies to identify and resolve potential waste, fraud, and abuse are accurate and productive
- Oversee reviews, including resolutions and reports, of allegations, concerning observations, and suspicious patterns
- Direct specialized, heightened-scrutiny reviews of high-risk funding requests to evaluate whether or not they are in compliance with program procedures
- Coordinate with each program's owner to ensure all analyses, reviews, and reports are satisfactorily performed
- Direct service eligibility evaluation and development of business requirements and user acceptance testing (UAT) criteria for system changes, supporting the Federal Schools & Libraries (E-rate) Program

**Solix, Inc.**

**Director – Schools & Libraries Program, Procedures and Quality Assurance**

- Managed Solix's development of procedures and quality assurance for the E-rate Program
- Conducted Solix's evaluation of processes, and recommend procedure, training, and systems changes
- Led development of business requirements and UAT criteria
- Led the quality sample design, review processes, and analyses

**Cap Gemini America**

**Siebel Developer**

- Developer for a Siebel 98 Sales Force Automation, supporting over 350 mobile client users and four application servers
- Led implementation of application quality improvement method)
- Provided customer support to users

**EDUCATION**

- Post-Baccalaureate Diploma in Information Technology, DeVry College of Technology
- BS Accounting, Hampton University

**OTHER TRAINING**

- Computer Programming Diploma, The Chubb Institute

◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ has eight years of FEMA and emergency management experience. He is knowledgeable in FEMA policy and compliance.</p> <p>██████████ expertise includes project management, public assistance, damage assessment, hazard mitigations, and public policy.</p> <p>██████████ has done extensive work for Hurricanes Katrina, Rita and Isaac Recovery. In hurricane recovery, ██████████ work included project worksheet and proposal development, auditing of the City's emergency contracts, monitoring recovery projects for grant compliance, surveying physical damages, auditing invoices, and developing damage descriptions.</p> <p>██████████ has excellent communication skills. He utilized these skills while performing as a liaison between project managers, architects and engineers, end user groups, State agencies, and FEMA to ensure results and compliance.</p> <p>He continued utilizing his communication and leadership skills as he coordinated a team of architects, engineers, technology specialists, and cost estimators in assessing storm damages in over 65 buildings and developing accurate scopes of work to serve as the basis for FEMA's Project Worksheets was paramount to the successful completion of the project</p> <p>██████████ has conducted regular negotiation meetings with FEMA and defined eligible and ineligible scope, identified code upgrades and Hazard Mitigation opportunities and ensured FEMA funds were maximized for the client.</p>	<ul style="list-style-type: none"> <li>◆ Conquered multiple challenges in dealing with funding sources, grant obligations, FEMA Public Assistance policies, and building assessments to get the New Orleans public school system's recovery back on track</li> <li>◆ Led an investigation into the reimbursement status of advanced State funds</li> <li>◆ Worked cooperatively with architects, construction managers, FEMA, and State representatives</li> <li>◆ established a working relationship with the FEMA &amp; State project team</li> <li>◆ Appealed or amended decisions that do not maximize funding for the clients</li> </ul>
EDUCATION	◆ B.Arch. in Architecture, 2005, University of San Francisco



## RELEVANT WORK EXPERIENCE

### **Independent Consultant, Hagerty Consulting, 2012 - Present**

- Provides professional services in the areas of emergency management to Hagerty Consulting and its clients
- Work includes: project management, financial management, public assistance support, data analysis, reporting, strategic planning, facilitation, etc.

### **FEMA Public Assistance Policy Specialist, Hurricanes Katrina and Isaac Recovery, CSRS Inc., 2011- Present**

- Performing damage assessments, project worksheet development, hazard mitigation proposal development, monitoring recovery projects for grant compliance as well as continuing negotiations and coordination with FEMA to increase obligated funds
- Liaising between project managers, architects and engineers, end user groups, State agencies, and FEMA to ensure the client's vision is realized and that grant compliance is not compromised. Special projects consist of an audit of the City's emergency contracts
- Leading an investigation into the reimbursement status of advanced State funds

### **Hurricane Ike Recovery Project Manager, University of Texas Medical Branch, 2009-2011**

- Coordinated a team of architects, engineers, technology specialists, and cost estimators in assessing storm damages in over 65 buildings and developing accurate scopes of work to serve as the basis for FEMA's project worksheets was paramount to the successful completion of the project
- Conducted regular negotiation meetings with FEMA as well as defining eligible and ineligible scope, identifying code upgrades and hazard mitigation opportunities ensured FEMA funds were maximized for the client

### **Hurricanes Katrina & Rita Recovery Project Manager, Orleans Parish School Board, 2009**

- Responsibilities involved many different aspects of the District's recovery
- Conquered multiple challenges in dealing with funding sources, grant obligations, FEMA public assistance policies, and building assessments to get the New Orleans public school system's recovery back on track
- Worked cooperatively with architects, construction managers, FEMA, and State representatives many successes were orchestrated for the client, including flipping several repair projects to FEMA funded replacements

### **Hurricane Ike Recovery Project Manager, Galveston Independent School District & Santa Fe Independent School District, 2008-2009**

- Established a working relationship with the FEMA & State project team
- Developed projects and evaluating them for compliance with FEMA policy
- Prepared and issuing a formal project worksheet request packages
- Appealed or amended decisions that do not maximize funding for the clients
- Tracked and reported project and funding status



- Guided the client through the public assistance process

**FEMA Public Assistance Hurricanes Katrina & Rita Recovery Technical Assistance Contractor,  
DMJM Design/AECOM, 2005-2006**

- Deployed to New Orleans in the months following Hurricanes Katrina and Rita, roles included satisfying the responsibilities of Public Assistance Coordinator and Project Officer for Private Non-Profit applicants
- Surveyed physical damages
- Audited invoices
- Developed damage descriptions
- Worked both independently and with specialists to generate a scope of work repairs and conducting kickoff and progress meetings as well as exit briefings with applicants

**SPECIALIZED TRAINING**

Leadership in Energy and Environmental Design Accredited Professional

Architect Registration Examination 4.0

Qualifications Associate AIA

Successful completion of the following licensing exams: Building Systems, Construction Documents & Services, Building Design & Construction Systems, Programming Planning & Practice, and Structural Systems

◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a forensic accountant with 8 years of professional experience.</p> <p>██████████ has performed loss calculations in two CAT responses, Hurricane Ike and the BP Oil Spill. He also developed and executed his own methodologies to more accurately account for eligible disaster-related costs.</p> <p>██████████ has extensive experience creating and analyzing numerous financial-related procedures and documents including invoices and credits, overhead accounts and rates, fixed expenses, A/R reports, account discrepancies, G/L for A/R, daily cash receipts and daily bank deposits for cash, credit card and wire transfers. He is capable of performing extensive reviews of financial documentation including payroll records, invoices, purchase orders, proof of payments, withdrawals, contracts, etc.</p> <p>██████████ is an efficient communicator who is experienced in interfacing with internal and external personnel. In working with SMEs, ██████████ has transposed data gathered during interviews with SME's, translated them into easily understandable terms, and presented his findings to additional personnel.</p> <p>██████████ prides himself on his advanced proficiency in commonly utilized computer software and research tools such as Microsoft Excel, Pivot Tables, VLookup, Data Manipulation, Wiki, Secretary of State, Lexis-Nexis and Public Records, Quick Books, AS400, Oracle, and Pro Systems.</p>	<ul style="list-style-type: none"> <li>◆ Performed financial analysis on Fortune 500 publically traded companies</li> <li>◆ Maximized workflow and enhanced productivity of Gulf Coast Claims Facility through establishment of systems in organizing documents and quality control</li> <li>◆ Supervised 3 forensic accountants in the large loss team</li> <li>◆ Performed extensive reviews of financial documentation including payroll records, invoices, purchase orders, proof of payments, withdrawals, contracts, etc.</li> <li>◆ Reconciled book vs. tax differences</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ Bachelor of Science in Accounting, 2008, Fairleigh Dickinson University</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Contract Consultant, IBM, 2011-Present**

- Create desk top procedures in the Credit and Collections area for a Home Depot acquisition
- Perform interviews on subject matter experts (SME's) to gain an understanding of desk top procedures based on audio/computer screen findings
- Transpose data gathered during interviews with SME's to present findings to make them easily understandable in report manual format for project manager to review and sign off on
- Procedures analyzed and created include but are not limited to the following: processed invoices and credits, A/R reports, account discrepancies, G/L for A/R, daily cash receipts and daily bank deposits for cash, credit card and wire transfers, customer file for all debtors customers, enquire about the incoming mail register, enquire about customers that were handed over for collection, determine if the bad debt provisions are in line with the company policy, check that all changes to customer accounts are properly authorized, selecting a sample of customer accounts and establish the validity and accuracy of debt, enquire about the interest rate charged on overdue accounts, etc.

### **Forensic Accountant, Cowheard, Singer and Company, 2011-2012**

- Supervised of 3 forensic accountants in the large loss team
- Maximized workflow and enhanced productivity of Gulf Coast Claims Facility through establishment of systems in organizing documents and quality control to improve work product
- Averaged approximately 75 billable hours a week
- Collected analyze, organize, and summarize financial data to present findings to make them easy to understand for all parties
- Performed financial analysis on Fortune 500 publically traded companies
- Prepared sales reconciliations for large multi-location entities
- Resolved technical accounting issues
- Used professional judgment to determine a business applicable sales revenue, unit volume, continuing expense, and variable profit trends based on general ledger account variances and business location circumstances (i.e. especially including start-up's, business expansions, business closures, management changes, temporary events, new product lines, account reclassifications, etc.)
- Reconciled book vs. tax differences by analyzing tax return schedules with financial statements
- Utilized analytical skills in conceptualizing and implementing industry specific templates for calculations

### **Staff Accountant, HSNO Accountants, 2008-2010**

- Analyzed financial statements and performed profit and loss statements analysis
- Performed calculations of business interruption and loss of earnings
- Performed extensive reviews of financial documentation including but not limited to payroll records, invoices, purchase orders, proof of payments, withdrawals, contracts, etc.
- Analyzed the effect of variable and fixed expenses of total and partial suspensions of business activity



- Verification of expenses incurred to repair and replace fixed assets
- Worked with engineers, builders, and other consultants in valuation of replacement / repair costs
- Performed analysis of overhead accounts and rates in determining applicable overhead rates per insurance contract
- Valued damaged inventory at cost and retail – perform shrinkage calculation
- Planned, observed / and participated in post loss physical inventories
- Conducted inventory price tests and roll forward calculations
- Developed methodologies to accurately account for eligible disaster-related costs

**Accountant, Tri-State Asphalt Pavement Maintenance, 2005-2008**

- In command for preparation of financial statements for tax, insurance audits, and financial analysis
- Conscientious for updating systems for accounts payable and accounts receivable

**PRIOR PROFESSIONAL EXPERIENCE**

- Tax Preparer/Intern, FTI Consulting, 2005

**SPECIALIZED TRAINING**

- Certified Fraud Examiner, Insurance Producer, Registered Representative
- Certified Public Accountant, Expected Completion, 2013



◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a management consultant with training and experience in economics, cost accounting, financial analysis, reconciliation and compliance. He has particular expertise in the FEMA Public Assistance/Infrastructure program (FEMA PA).</p> <p>██████████ most recently served as a project specialist on Hurricane Irene (DR-4020-NY) in New York, NY. In this role he wrote over \$6M in category A &amp; B PWs for the New York City Housing Authority, the largest public housing authority in the United States.</p> <p>Previously, ██████████ served as a financial analyst supporting the City of New Orleans' Department of Public Works (CNO's DPW). He implemented a financial management system using Intuit's QuickBase that improved the department's financial outcomes by tracking over \$200M in recovery related vendor contracts, invoices and payments accurately. He also analyzed business processes and, in conjunction with upper management, implemented various reforms to improve DPW's performance.</p> <p>Prior to this assignment, ██████████ served as a QA/QC Technical Specialist on DR-1845-AR in North Little Rock, Arkansas. He reviewed over 400 FEMA project worksheets (mainly category C) to ensure correctness and compliance with FEMA Public Assistance policies and procedures.</p> <p>██████████ has also served as a PA Project Specialist and interim PAC Crew Leader on Tropical Storm Fay in Florida (DR-1785-FL), a Deputy Project Manager on HNTB's \$900K Orleans Parish Local Roads FEMA Damage Assessment project performed for CNO's DPW, a State Applicant Liaison for Orleans Parish Education on behalf of the State of Louisiana's Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), a FEMA Project Officer on Hurricane Katrina (DR-1603-LA) and a sales professional in the bio-tech industry.</p> <p>██████████ has conducted Public Assistance Kick-Off meetings and is familiar with applicable rules and regulations governing FEMA PA work including the FEMA Public Assistance Guide (FEMA 322/June 2007), the FEMA Public Assistance Policy Digest (FEMA 321/January 2008), the 9500 series policies, 44 CFR, OMB-A Circulars, Section 406 and 404 Hazard Mitigation and NEPA/NHPA compliance issues.</p> <p>██████████ holds a Bachelor of Science degree in Foreign Service from the Edmund A. Walsh School of Foreign Service at Georgetown University, where he majored in International Economics with a concentration in International Finance and Commerce and graduated magna cum laude &amp; Phi Beta Kappa, and a Master of Arts degree in Divinity from The University of Chicago Divinity School where he studied theology.</p>	<ul style="list-style-type: none"> <li>◆ 4 years of FEMA Public Assistance experience including Hurricane Katrina</li> <li>◆ Wrote over \$6M in category A &amp; B PWs as a Project Specialist on DR-4020-NY</li> <li>◆ Implemented financial management system tracking \$200M+ for the City of New Orleans' Dept. of Public Works</li> <li>◆ Reviewed over 400 PWs (mainly category C) as a QA/QC Technical Specialist on DR-1845-AR</li> <li>◆ Wrote \$500K in category A, B, E, F &amp; G PWs &amp; served as an interim PAC Crew Leader on DR-1785-FL</li> <li>◆ Deputy Project Manager for \$900K Orleans Parish Local Roads FEMA Damage Assessment project performed for CNO's DPW by HNTB</li> <li>◆ Successfully completed Minimum Background Investigation as required by the U.S. Department of Homeland Security to work as a consultant for FEMA's Public Assistance/Infrastructure division</li> <li>◆ Honors: magna cum laude, Phi Beta Kappa, Omicron Delta Epsilon, Alpha Sigma Nu, 1998 Rhodes Scholarship Semi-finalist</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Master of Arts -The Divinity School, 2003, The University of Chicago</li> <li>◆ Bachelor of Science in Foreign Service, 1999, Georgetown University</li> <li>◆ Study Abroad, Department of Economics, 1998, University College London</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Project Specialist, Hagerty Consulting, 2012**

- Conducted a detailed review and analysis of over \$6M in financial documentation and costs presented by the New York City Housing Authority to FEMA for FEMA Public Assistance funding
- Determined eligibility and wrote \$6M in FEMA PWs (categories A & B) for NYCHA for damages related to Hurricane Irene (DR-4020-NY)

### **Financial Analyst, Hagerty Consulting, 2010- 2011**

- Implemented a financial information management system using Intuit's QuickBase for the City of New Orleans' Department of Public Works (DPW)
- Tracked over \$200M in project funding, including FHWA funding, vendor contracts, invoices and payments giving DPW the capacity to provide real-time financial information, reports and analyses to internal and external stakeholders including the Mayor of New Orleans
- Interfaced daily with DPW upper management and personnel across all divisions (engineering, contracts, fiscal, traffic, etc) and external stakeholders, including the Louisiana Department of Transportation and Development (LADOTD), to resolve project critical issues
- Re-engineered DPW's invoice processes and reduced processing times by over 50% (year-over-year). Spear-headed other systemic process reforms that improved DPW's business outcomes
- Appointed by the Director of the Project Delivery Unit (PDU) to serve as the sole point of contact for all construction contractors doing recovery related business with the City of New Orleans and tasked with resolving any and all payment related issues in a timely manner
- Performed programming updates to expand the financial management system's functionality and also provided relevant training as necessary. Managed 3 direct reports

### **QA/QC Technical Specialist, Hagerty Consulting, 2009**

- Reviewed over 400 FEMA project worksheets (PWs) across all categories of work to ensure correctness and compliance with all relevant FEMA Public Assistance policies and procedures and guidance from the Public Assistance Officer on DR-1845-AR (majority were category C PWs)
- Interfaced with upper management to recommend corrective action and advised PAC Crew Leaders on eligibility and compliance issues on a daily basis

### **PA Project Specialist/Interim PAC Crew Leader, Hagerty Consulting, 2008- 2009**

- Wrote \$500K in FEMA PWs in categories A, B, E, F & G on Tropical Storm Fay (DR-1785-FL)
- Served as interim PAC Crew Leader managing Tallahassee field operations, relationships with 20+ Florida State Agencies & 4 direct reports
- Delivered FEMA Kick-off meetings for DR-1806-FL to the Florida Division of Emergency Management, Fl. Dept. of Environmental Protection & Fl. Dept. of Corrections
- Validated force account labor, material and equipment costs to ensure accuracy & compliance with FEMA regulations

### **Deputy Project Manager, HNTB Federal Services Corporation, 2007**



- Supervised office operations of HNTB's \$900K+ Orleans Parish Local Roads FEMA Damage Assessment project for Hurricane Katrina damages to 13,000+ road segments for the City of New Orleans' Department of Public Works. Managed 2 direct reports.
- Quickly brought order, direction and control to project in mid-stream and achieved schedule, quality and performance outcomes in coordination with project manager and lead field inspector
- Reviewed status of project budget and tracked work progress for journal entries and invoicing requirements in conjunction with project manager

**State Applicant Liaison (State PAC), James Lee Witt Associates, LLC, 2006-2007**

- Managed \$461M in FEMA Public Assistance grants and high-level relationships with 35 educational institutions including the Recovery School District, Tulane University and the Archdiocese of New Orleans on behalf of the State of Louisiana's Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)
- Negotiated with FEMA and secured additional project-specific funding (\$1M-\$20M) for clients
- Mediated and resolved high-profile multi-million dollar insurance, compliance and procurement disputes
- Interpreted OMB-A circulars and provided cost accounting advice to applicants to ensure compliance with FEMA grant management and single audit regulations and policies

**Project Officer, Public Assistance/Infrastructure Division, FEMA, 2005-2006**

- Managed relationships with 10 Orleans Parish Private Non-Profit organizations, assessed Hurricane Katrina (DR-1603-LA) damages, wrote scopes of work to restore facilities to pre-disaster condition and prepared accurate construction cost estimates
- Provided exceptional customer service and wrote 50+ project worksheets in categories A, B and E resulting in the obligation of \$18.3M in federal monies including funds for a new \$8M+ nursing home in the Lower 9th Ward
- Reviewed force account labor records and calculated regular, overtime & fringe benefits rates
- Validated applicant invoices for accounting and cost issues prior to submitting project worksheets
- Advised applicants on proper accounting controls, records retention and grant management policies and procedures to ensure compliance with FEMA audit requirements

**Sales and Marketing Associate, Reliagene Technologies, Inc, 2000- 2001**

- Developed and implemented the sales and marketing strategy for the Private Paternity Division of a major DNA analysis laboratory (now part of LabCorp, NYSE: LH)
- Created and implemented a large +direct mail program targeting prospects nation-wide, wrote and managed production of marketing and sales materials and conducted sales calls
- Managed 1 direct report
- Delivered highest 1-month gross revenue totals in company history (\$60K, \$54K) and increased average gross revenue per month from \$18K to \$30K within a year

**SPECIALIZED TRAINING**



Completed FEMA courses:

- Public Assistance Operations I
- Public Assistance Operations II
- Cost Estimating Format
- Grant Administration and Closeout
- Project Worksheet Development- 1 day
- Debris Workshop- 1 day
- Hazard Mitigation- 1 day
- EMMIE- 1 day
- Insurance- 1 day
- 

Completed EMI courses:

- IS-100, Introduction to Incident Command System (ICS)
- IS-102, Deployment Basics for FEMA Response Partners
- IS-200, Basic Incident Command System
- IS-547, Introduction to Continuity of Operations (COOP)
- IS-700, National Incident Management System (NIMS), An Introduction
- IS-800, National Response Plan (NRP), An Introduction

◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is an analyst with over seven years of experience in disaster recovery, policy and process design, analytical research, and event execution. ██████████ currently supports the Special Community Disaster Loan (SCDL) and Community Disaster Loan (CDL) programs and processes, prepares application and cancellation analyses, and monitors maintenance of the loans. She is highly organized and maintains all information and applicant records. ██████████ is also supporting the Regional Catastrophic Planning Team by editing visual design of PowerPoint presentations and print materials. She has developed materials and assisted in planning activities with general guidance from the RCPT.</p> <p>██████████ previously managed the Eco Cottage Alternative Housing Pilot Program grant as well as the donation programs for the Mississippi Emergency Management Agency (MEMA) Alternative Housing Pilot Program (MS AHPP), both grants issued under FEMA's Alternative Housing Pilot Program (AHPP). In this capacity, ██████████ acted as a facilitator between internal and external groups, successfully streamlined processes, formalized policies, and simplified tools used in the cottage disposition streams of both projects. ██████████ incorporated process enhancements and efficiency measures in order to expedite cottage transfers without reducing compliance safeguards.</p> <p>Crafting the Eco Cottage Performance Management Plan and constructing performance metrics, ██████████ incorporated performance management practices into the management of the Eco Cottage Program. ██████████ also worked with local jurisdictions and program partners to ensure that all aspects of the MAHP permanency phase and Eco Cottage Program were in compliance with the National Flood Insurance Program.</p> <p>██████████ also played an important role in developing strategic communication plans, distributing programmatic information, and providing support to senior MEMA officials.</p> <p>As a graduate intern for the Louisiana Recovery Authority (LRA), ██████████ coordinated PA projects and performed related research, such as PA guidelines for debris removal and the effects of waterway debris on first responders. ██████████ also performed analytical evaluations of programs, such as the business recovery grant and loan program, to test the efficiency and effectiveness of the programs and to enact improvements.</p>	<ul style="list-style-type: none"> <li>◆ Strong Facilitator and highly organized</li> <li>◆ Extensive experience with PowerPoint and visual design</li> <li>◆ Performs CDL application and cancellation analysis as well as HMGP sub-application reviews</li> <li>◆ Analyzes PA Second Appeals</li> <li>◆ Manages alternative housing laboratory at NETC</li> <li>◆ Streamlined \$5.89 million MS AHPP Eco Cottage Program</li> <li>◆ Established Performance Management Plan and performance measures for MS AHPP Eco Cottage Program</li> <li>◆ Redeveloped and implemented donations strategy for a \$275.4 million disaster housing program</li> <li>◆ Ensured MS AHPP projects are in compliance with the National Flood Insurance Program</li> <li>◆ HSEEP Certified</li> <li>◆ For the LRA performed PA research regarding debris removal</li> <li>◆ Evaluated LRA disaster recovery programs for improvement</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Master of Public Administration (Public Policy), 2008, Louisiana State University</li> <li>◆ Bachelor of Science (Political Science), 2003, Louisiana State University</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Managing Associate, Hagerty Consulting, Inc., 2008-Present**

- Prepares the application and cancellation analysis of Special Community Disaster Loans (SCDL), Community Disaster Loans (CDL), and provides additional CDL support to FEMA Headquarters
- Supported the Regional Catastrophic Planning Team (RCPT) by developing site and facility requirements for two categories of Joint Field Office (JFO) in New York, New Jersey, and Connecticut, produced a JFO overview document, Design Criteria document, Program of Requirement workbook, Adjacencies document, and Facility Scoring Tool. Assisted with the development of the Site Requirement plan and six facility-specific Mega JFO Playbooks.
- Manages the Joint Housing Solutions Group alternative housing units at the National Emergency Training Center. Collects and analyzes unit and livability data of existing units and participates in field assessments of potential alternative housing units
- Performs Hazard Mitigation Grant Program sub-application reviews to ensure sub-applications are complete, accurate, and eligible
- Analyzed complicated Public Assistance (PA) Second Appeals and drafted reports to FEMA
- Assessed management of \$5.89 million Mississippi Alternative Housing Pilot Program (MS AHPP) Eco Cottage grant, developed streamlined processes and tools to ensure sub-grantees successfully completed disaster housing structures within the constraints of the grant, federal, state, and local regulations, and crafted performance metrics that measure the implementation and accomplishments of the program
- Assessed management of donation streams of the \$275.4 million MS AHPP grant, restructured the donation process for efficiency and compliance with the grant, federal, state, and local regulations, and developed tools to facilitate and record progress
- Facilitated strategic planning, process improvement, and long-term planning workshops with internal, public, and nonprofit stakeholders in order to educate, develop partnerships, promote community buy-in, and to advance the mission of the MS AHPP

### **Policy Intern, Louisiana Recovery Authority, 2006-2008**

- Coordinated PA and Community Development Block Grant (CDBG) projects as well as other recovery programs
- Performed research related to debris removal including PA guidelines for debris removal as well as the affects of waterway debris caused by Hurricane Katrina on first responders and local economies in order to manage and prioritize response
- Performed analytical evaluations of programs such as the Business Recovery Grant and Loan Program to test efficiency and effectiveness and to implement improvements in policy and process
- Managed the Economic & Workforce Development Committee, the Environmental Task Force, and the Infrastructure and Transportation Task Force in order to construct policy and formulate process
- Researched interoperability and first responders' inability to communicate during emergencies and presented key findings and recommendations to Louisiana Recovery Authority senior management, researched Hurricane Katrina's affect on the economy of the New Orleans Central Business District in order to improve response and structure revolving loan program, and researched the effects of Hurricane Katrina waterway debris on first responders and local economies in order to manage and prioritize response

### **Research Assistant, Stephenson Disaster Management Institute, 2007-2008**

- Researched and located funding opportunities in order to match program goals to grants, contributed original language to grant proposals, and ensured compliance with grant requirements



**Events Services Manager, Shreveport Convention Center, 2005-2006**

- Shaped policy and procedure during the first year of Center's operation and served as primary liaison between client and facility to plan and organize events, coordinate activities with service contractors, and interpret contract provisions, policies, and procedures

**Marketing and Events Manager, Greater Dallas Asian American Chamber of Commerce, 2004-2005**

- Established standards and methods for executing fundraisers and events, organized committees and task forces, and raised over \$1 million

**SPECIALIZED TRAINING**

Completed seventy-seven (77) contact hours of Emergency Management Institute coursework. HSEEP Certified. Received FEMA training in Elevation Certificates and Flood Maps as well as training in the Special Community Disaster Loan program. Course listing available on request.

Confidential  
Information

**Supervisory/Senior Consultant**

**KEY SKILLS**

**9 Years Auditing Experience**

**Compliance Audits**

**Carrier Audits**

**Quality Assurance**

**Customer Service**

Confidential  
Information

**EXPERIENCE**

**Solix, Inc.**

**Manager – Corporate Compliance**

Ensure Solix establishes and maintains comprehensive approach for information security and privacy that complies with legal, regulatory, and contractual requirements and is aligned with business needs. Specific responsibilities include:

- Research and analyze changing laws and regulations on security and privacy
- Support business team in development of collateral regarding security, privacy, and compliance
- Assesses departments' procedures and controls while implementing and monitoring additional controls
- Develop specialized training

**Solix, Inc.**

**Associate Manager – Internal Audit**

Conduct audits of telecommunications carriers that contribute to or receive support from state universal service funds and similar public benefit programs. Specific responsibilities include:

- Execute audit procedures and analyze audit results for completeness and carrier compliance with statutes
- Prepare draft and final audit reports for fund administrators, including Public Utility Commissions

**Solix, Inc.**

**Associate Manager – Quality Assurance Auditor**

- Verify the accuracy of pre- and post-commitment reviews in accordance with FCC rules and **Conf** procedures

**RELEVANT EXPERIENCE**

- Program Integrity Assurance Auditor – Solix Inc.
- Account Coordinator – Georgeson Shareholder Communications Inc.
- Financial Representative – New England Financial

**EDUCATION**

- MS Accounting, Fairleigh Dickinson University
- MBA Financial Management, Fairleigh Dickinson University
- BS Finance, Montclair State University
- AAS Business Administration, Essex County College

**PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS**

- The Institute of Internal Auditors (IIA)



◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████, a consultant to Hagerty, has over six years of FEMA Public Assistance and Individual Assistance experience serving as a financial analyst, project officer, closeout specialist, housing specialist, and Public Assistance Coordinator. Prior to joining Hagerty's cadre in 2007, ██████████ was a financial management consultant in IBM's government services unit.</p> <p>██████████ began his career in the international finance department of a major pharmaceutical company and then the assurance practice of a Big Four accounting firm. Upon earning his B.S. in accounting, ██████████ worked for 2.5 years as a financial management consultant in IBM's Global Business Services unit before joining Hagerty Consulting as an Independent Contractor in 2007.</p> <p>Since Hurricane Katrina in August 2005, ██████████ has worked on the Community Disaster Loan Program (loan issuance and cancellation), emergency sheltering, temporary housing, Project Worksheet creation and closeout audits. These projects in Louisiana, Mississippi, Texas, Alabama, and Washington, DC involved Hurricanes Katrina, Rita, and Ike, Tropical Storm Allison, where he performed a variety of roles dealing with both local applicants and high-level FEMA and State leadership.</p> <p>In addition to these FEMA projects ██████████ conducted improper payment audit testing for Immigration and Customs Enforcement (ICE), TSA, and the United States Coast Guard. He also developed an accounting methodology to process the City of New Orleans' Katrina recovery funds.</p> <p>██████████ possesses strong communication, problem solving, and analytical skills, and has been commended for his process improvement work on various projects.</p>	<ul style="list-style-type: none"> <li>◆ Broad FEMA disaster-recovery experience</li> <li>◆ Worked Katrina, Rita, Ike and Tropical Storm Allison</li> <li>◆ Extensive interaction with FEMA, State and local government leadership</li> <li>◆ Strong analytic, communication, and problem solving skills</li> <li>◆ Lives outside Philadelphia, very familiar with New Jersey coast, and New York City</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ B.S. Accounting, 2004, Pennsylvania State University</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Independent Consultant, Hagerty Consulting, Inc., 2007 - Present**

- Tropical Storm Allison Audits – audited 15 project worksheets for repairs, content replacements, and hazard mitigation at the University of Houston.
- Special Community Disaster Loan (SCDL) Cancellation Review – led Mississippi team working with 40 local entities to determine loan cancellation eligibility; Mississippi Governor’s Office liaison.
- Hurricane Ike Recovery – wrote over 35 PWs for evacuation costs, facility damage, and contents; led streamlining of Mental Health & Retardation Authority data collection.
- DHS Improper Payments Information Act (IPIA) Testing Review – assessed agency-level IPIA testing on high risk transactions at ICE, TSA and US Coast Guard; recommended test effectiveness and efficiency opportunities.
- City of New Orleans Accounting Methodology for Rebuilding Funds – re-engineered City’s accounting process to improve internal controls and meet post-Katrina funding source requirements (i.e. FEMA, CDBG); designed to expedite rebuilding, prevent duplicate payments, remove unnecessary tasks, improve document tracking, and provide greater insight into project progress and spending.
- Gulf Coast Recovery Office (GCRO) Expedited Transition of Travel Trailer Occupants – used field observation in Texas and Alabama to identify problems, formulate solutions, and share best practices for transitioning remaining Katrina and Rita travel trailer occupants to permanent housing.

### **Financial Management Consultant, IBM, 2005-2007**

- FEMA Special Community Disaster Loan (SCDL) Program - helped expedite \$1.4B in SCDL funds to local government entities in Louisiana and Mississippi post-Katrina; personally prepared 25 loan applications totaling over \$200M; became on-the-ground program leader for the Gulf Coast, liaison to Mississippi and Louisiana Governor’s offices.
- City of Houston Sheltering Program Review – helped review Houston’s program sheltering 100,000 hurricane evacuees; documented work activities and costs, tested figures for reasonableness, identified problematic, unnecessary, and inefficient tasks.

## **PRIOR PROFESSIONAL EXPERIENCE**

- Assurance Intern, PricewaterhouseCoopers LLP, 2004
- International Finance Co-Op, Johnson & Johnson, 2003

◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ has over nine years of emergency management experience with the fire service and U.S. Coast Guard Auxiliary, and has worked alongside several federal, state, and local organizations. He has a broad knowledge of public organization management, emergency management, finance and accounting, marketing, and statistical analysis. He is trained in fire officer leadership, maritime search and rescue, and the Incident Command System.</p> <p>██████████ brings a strong analytical and problem solving background gained through a successful career in aeronautical engineering, leadership and crisis management skills developed as a firefighter in high stress situations, and sound business knowledge combined with effective communication and influencing skills enhanced through an MBA.</p> <p>██████████ earned his Master of Business Administration from the University of Edinburgh Business School in Edinburgh, Scotland. His dissertation examines learning opportunities from the British fire service and their application in the American fire service, addressing business models, organizational structures, information management, and performance management. ██████████ also holds a B.S. in Aeronautical and Mechanical Engineering with a Management and Technology minor from Rensselaer Polytechnic University, and an A.O.S in Fire Protection Technology from Corning Community College.</p> <p>██████████ has worked on several projects with FEMA. He has worked at FEMA Headquarters, where he wrote guiding documentation for the Individual Assistance Program as well as reports on alternative housing units. ██████████ has also completed Project Specialist training for the FEMA Public Assistance program and served as a Project Specialist in FEMA Regions II and IV where he has written several Category A, B, C, E, F, and G Project Worksheets. He served as a Project Specialist on the Tropical Storm Faye recovery effort where he worked with State Agencies. He also served as a Project Specialist for severe storms in NY where he was a lead PW producer.</p> <p>██████████ served as a FEMA PAC for State Agencies in Alabama after severe tornadoes, where he managed a team of six project specialists. He also served as a FEMA PAC in New York following severe flooding, where he managed a team covering several counties with extensive damage.</p>	<ul style="list-style-type: none"> <li>◆ Earned a Master of Business Administration with coursework in finance, management, and statistical analysis, and a BS in Engineering</li> <li>◆ Worked at FEMA Headquarters, writing guiding documentation for the Individual Assistance Program</li> <li>◆ Served as a FEMA PAC in Regions II and IV, managing a team of six project specialists</li> <li>◆ Completed FEMA Project Specialist training for the Public Assistance program and served as a FEMA Project Specialist in Regions II and IV</li> <li>◆ Responded to fire, rescue and medical emergencies as a volunteer firefighter</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ Master of Business Administration, University of Edinburgh, 2008</li> <li>◆ Bachelor of Science, Mechanical and Aeronautical Engineering, Minor in Management and Technology, Rensselaer Polytechnic Institute, 2004</li> <li>◆ Associate in Occupational Studies, Fire Protection Technology, Corning Community College/New York State Fire Academy, 2007</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Consultant, Hagerty Consulting, Inc., 2008-Present**

- Developed a Concept of Operations for the FEMA Individual Assistance Program at FEMA HQ. Worked with several different people and departments within FEMA to develop a cohesive finished product that everyone was content with.
- Analyzed survey data and wrote portions of the Alternative Unit Laboratory Final Report where different alternative housing units were evaluated. Data analysis included a statistical analysis to determine the significance of the results.
- Completed FEMA Project Specialist training and wrote FEMA Public Assistance grants for several high profile agencies following disasters in FEMA Regions II and IV, including the Florida Department of Emergency Management and the New York City Police Department. Singled out as a lead PW producer, writing several Category A, B, C, E, F, and G Project Worksheets.
- Deployed to Alabama as a FEMA PAC. Managed a team of six project specialists while responsible for FEMA Public Assistance to all State Agencies in Alabama following severe tornadoes. Trained four new hires in the FEMA Public Assistance program.
- Deployed to New York as a FEMA PAC. Managed a team of six project specialists following severe flooding. Served as a Team Leader, providing guidance and support to colleagues, as well as acting as a liaison to upper management. Selected as a mentor to train and guide three protégés.

### **Interior Firefighter, Warwick Fire Department, 2008-2012**

- Respond to fire and rescue emergencies, member of the Extrication Team.
- Organize and run fire department open houses and presentations as a member of the recruitment team.
- Visit schools to teach fire safety as a member of the fire prevention team.

### **Aeronautical Engineer, Schweizer Aircraft Corporation, 2004-2007**

- Managed critical structural and performance tests on Fire Scout Unmanned Aerial Vehicle as lead engineer, meeting aggressive timeline.
- Produced design requirements bulletins, test proposals and results reports.
- Designed and analyzed aircraft structures, systems and components.
- Produced blueprints and solid models of aircraft parts.
- Arranged job shadowing for local high school students through the Career Development Council.

### **Interior Firefighter, Forest View – Gang Mills Volunteer Fire Department, 2004-2007**

- Responded to fire, rescue, and medical emergencies.
- Trained in Incident Command System, Fire Officer Leadership and Management, Fire Investigation.

### **Boat Crewman/Communications Services Staff Officer, U.S. Coast Guard Auxiliary, 2002-2007**

- Conducted safety patrols and search & rescue missions on Cayuga Lake.
- Maintained base computer system and oversaw Flotilla website.



### **SPECIALIZED TRAINING**

Class in Crisis Management, Disaster Recovery, and Organizational Continuity, Elmira College, 2007

Over 500 hours of training in emergency management, fire suppression, emergency medical services, hazardous materials response, incident command, and other emergency services-related subjects. Course listing available upon request.

<span style="background-color: black; color: black;">[REDACTED]</span> ◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p><span style="background-color: black; color: black;">[REDACTED]</span> has more than 25 years of experience managing federally funded projects with a specialization in Information Technology. When Hurricane Irene hit her community, she led the recovery efforts managing the FEMA Public Assistance program for several communities in Southern Vermont.</p> <p>As a long-time employee of Cisco Systems, <span style="background-color: black; color: black;">[REDACTED]</span> held a top-secret clearance and embedded with several military units working on a variety of military projects. In this role, she published numerous papers on cybersecurity. As a result of this relationship with the Department of Defense, <span style="background-color: black; color: black;">[REDACTED]</span> deployed to Iraq as a civilian member of a military team.</p> <p>In addition to <span style="background-color: black; color: black;">[REDACTED]</span> skills as a project manager, she is well versed in emergency management. She is a Vermont Certified Emergency Management Director (EMD), holds a license as a critical care paramedic and is chief of a public service agency that provides emergency medical care to 80 square miles of rural Vermont.</p>	<ul style="list-style-type: none"> <li>◆ Managed Financial Recovery for several Vermont Towns after Hurricane Irene</li> <li>◆ Deployed to Iraq for 2006 with the US Army as civilian advisor</li> <li>◆ 25 years of federal project management experience</li> <li>◆ Past employers include FedEx and Cisco Systems for Information Technology management</li> <li>◆ Certificate Paramedic</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ BA in Biology, 1982, Beloit College</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Principal, Storm Petrel, LLC, 2011-2013**

- Managed FEMA Public Assistance program for communities in Southern Vermont
- Collaborated with the Vermont State Public Assistance Office (PAO) and FEMA
- Served as an advocate for recovery projects which included resolving appeals, filing change documents, compiling and managing financial documents
- Guided applicants through the FEMA PA program close out and related audits

### **IT Project Manager, 2007-2008**

- Planned and supervised a series of complex IT systems that were deployed into a \$20B corporation
- Served as an IT Compliance Officer for Sarbanes-Oxley

### **Civilian Network Engineer, 4<sup>th</sup> Infantry Division US Army, 2005-2007**

- Planned, managed and inspected a full-range of computer networking and communications projects throughout the greater Baghdad area for a division of 30,000 troops
- Met with senior staff, budgeted time, finances, and purchases for all projects, coordinated projects with subcontractors and military units, and prioritized evaluations with subordinate units
- Required extensive travel throughout Baghdad, occasional work with Iraqis, civilian agencies, intelligence agencies, DOD contractors and third-country national

### **Cisco Systems, Systems Engineer, 2000-2005**

- Managed numerous projects for the US Army and US Air Force with a primary focus on network design and network security
- Traveled around globe presenting to senior officers and providing training on technology solutions to soldiers of all rank
- Published author on network and cyber security

## **PRIOR PROFESSIONAL EXPERIENCE**

- US Public Health Service – deployed and managed tele-health systems to rural Alaska
- FedEx – designed, deployed and managed tracking systems that were used to identify contraband
- Halifax EMS – Chief of Service and paramedic for a non-profit public service agency

## **SPECIALIZED TRAINING**

Certified paramedic, FEMA IS-1 (emergency program manager), IS 208.a, ICS-100, ICS-200, ICS-300, IS-800, HazMat Operator, IS-120A (intro to exercises), American Red Cross Training on Shelters/Shelter Management, Vermont Emergency Management Training, Emergency Vehicle Operations Course, Course listing available upon request.

◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is an experienced consultant with close to four years of experience in financial analysis. He is proficient in the Microsoft suite, as well as in several specialty software packages including Cognos Business Intelligence Tools.</p> <p>██████████ has been a Management Consultant with Hagerty Consulting since April 2008. While at Hagerty, he has been responsible for developing a cumulative cash flow projection for over 300 long-term recovery projects in the City of New Orleans, LA. His responsibilities include devising financing strategies for each of the projects, and ensuring projects comply with the restrictions attached to each of the funding sources. He is currently a Team Lead, managing eight Hagerty professionals and sub-contractors.</p> <p>Prior to working with Hagerty Consulting, ██████████ was a Senior Consultant at IBM Business Consulting Services. There, he mapped business processes, recommended and implemented process improvements, identified key performance indicators and designed suites of reports for variety of clients. Before working for IBM, ██████████ was a Teaching Assistant at Duke University where he led computing lab sessions and held bi-weekly office hours. Additionally, while at Duke, ██████████ interned with the World Health Organization, where he gathered and analyzed statistical data on malaria in the Western Pacific region, resulting in maps for a report.</p> <p>██████████ holds a Bachelor of Arts in Economics and Public Policy from Duke University. He has also studied in Oxford, and in Japan.</p>	<ul style="list-style-type: none"> <li>◆ Experienced consultant with close to four years of experience in financial analysis.</li> <li>◆ Experience in business intelligence and statistical software packages.</li> <li>◆ Experience in leading and managing teams.</li> <li>◆ At Hagerty, responsible for developing cash flow projects for over 300 long-term recovery project in New Orleans, LA.</li> <li>◆ Ensures projects comply with funding restrictions from multiple funding sources.</li> <li>◆ As a Senior Consultant with IBM, mapped business processes, recommended and implemented process improvements.</li> <li>◆ Teaching Assistant at Duke University for Data Analysis Course.</li> <li>◆ As an Intern for the World Health Organization, gathered and analyzed statistical data on malaria in western pacific region.</li> <li>◆ BA in Economics and Public Policy from Duke University.</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ Bachelor of Arts, Economics and Public Policy, Minor Japanese, Duke University</li> <li>◆ Summer in Oxford, Oxford University</li> <li>◆ Princeton in Ishikawa Summer Program in Japan, Princeton University</li> </ul>





## RELEVANT WORK EXPERIENCE

### **Management Consultant, Hagerty Consulting, April 2008-Present**

- Develops and maintains a cumulative cash flow projection for over 300 long-term recovery projects in the City of New Orleans, LA.
- Devises financing strategies for each of the projects from Federal, State, and municipal funding sources.
- Ensures that projects comply with the restrictions attached to each of the funding sources.
- Leads a team of eight Hagerty professionals and sub-contractors.

### **Senior Consultant, Financial Management, Business Performance Management, IBM, Business Consulting Services, July 2005-April 2008**

- Mapped business processes, recommended process improvements, and implemented them.
- Gathered requirements, wrote technical specifications, developed applications, implemented applications, and developed training manuals and workshops.
- Identified key performance indicators and designed suites of reports for a variety of clients.

### **Teaching Assistant, Statistics 101: Data Analysis and Decision Sciences, Duke University, Fall 2004-Spring 2005**

- Assisted professor in correcting and grading lab reports, weekly quizzes, and exams.
- Led two computing lab sections in JMP IN, a statistical software program.
- Held biweekly office hours to answer students' questions.

### **Intern, World Health Organization, Western Pacific Regional Office, Summer 2001**

- Gathered and analyzed statistical data on malaria in the region.
- Created malaria distribution maps for the WPRO report.
- Assisted in gathering dengue infection data in local hospitals.
- Helped launch a dengue awareness program in Johor Bahru, Malaysia.

## SKILLS AND OTHER CAPABILITY

- Language: working knowledge of Spanish and Japanese, aural command of Filipino, basic knowledge of French.
- Music: Violin, Piano.
- Software: MS Word, MS Excel, MS PowerPoint, MS Project, MS Visio, MS Access, SQL, Cognos Business Intelligence Tools, JMP IN (statistical software), MacOSX.

◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a consulting professional with more than 18 years of program and financial management experience on public sector projects. She has more than five years of experience working with FEMA’s Individual and Public Assistance programs. Beginning in October 2008, she served as a PAC Crew Leader on the Hurricane Ike recovery efforts in Texas.</p> <p>Prior to her recent PA assignment, ██████████ served as the management consultant on a team at FEMA’s Louisiana Transitional Recovery Office (TRO) conducting an assessment of the TRO’s Housing Action Plan, prepared recommendations to improve the effectiveness of operations to assist disaster victims with the transition to permanent housing. She also served as a consultant to the Individual Assistance section at the Louisiana TRO for nine months, where she managed two IT projects from inception to implementation and assisted in policy and procedure development.</p> <p>Immediately following Hurricane Katrina, ██████████ worked for ten months as a Project Officer at the Austin, Texas Transitional Recovery Office. She oversaw the documentation gathering, analysis and development of recommendations for the distribution of more than \$62M in funds to state and local governments for both Hurricanes Katrina and Rita. She was selected by FEMA senior management to advise them on complex temporary housing issues impacting the City of Austin. ██████████ also served as a FEMA Strike Team Leader in the aftermath of Hurricane Rita, where she directed FEMA’s direct housing efforts in Liberty County, Texas.</p> <p>For five years, ██████████ managed a statewide federal grant program for the State of Texas, where she developed policies, procedures, and performance measures for fund administration. Additionally, she conducted audits and programmatic reviews of grantees and vendors. ██████████ holds a Masters in Business Administration from the University of Texas at Austin.</p>	<ul style="list-style-type: none"> <li>◆ Possesses thorough knowledge of FEMA’s IA and PA programs</li> <li>◆ Served in various FEMA capacities, including Strike Team leader, Project Officer, and PAC Crew Leader</li> <li>◆ Proficient in Excel, Access, and FEMA-specific databases such as NEMIS</li> <li>◆ Recognized nationally for excellence in program management</li> <li>◆ Conducted national and statewide training on public fund management</li> <li>◆ Training and experience in financial management, project management, and statistical analysis.</li> <li>◆ Earned a B.A degree cum laude and a Master’s in Business Administration with honors</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Master’s in Business Administration, 2005, The University of Texas at Austin, McCombs School of Business</li> <li>◆ Bachelor of Arts, 1993, The University of Texas at Austin</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Consultant, Hagerty Consulting, Inc., 2005-Present**

- Served as Strike Team Leader in the immediate aftermath of Hurricane Rita
- Oversaw FEMA's response efforts in Liberty County, Texas
- Worked closely with local officials to prioritize needs, and coordinated communications between local officials, FEMA incident command, and the state emergency operations center
- Other Project work includes:

### **PAC Crew Leader, Hurricane Ike FEMA PA Program (Houston AFO), FEMA**

- As PAC Crew Leader, manages a team of Project Specialists preparing PA grants for applicants in Harris County, Texas
- Applicants included Harris County school districts and non-profits

### **Management Consultant, GCRO Housing Action Plan Support, FEMA**

- Worked as part of a team conducting an assessment of the Gulf Coast Recovery Office's Housing Action Plan to relocate nearly 30,000 FEMA applicants still residing in temporary housing units into more permanent housing

### **Analyst, Individual Assistance Support and Planning, FEMA**

- Served as a liaison for FEMA management in Louisiana on issues relating to temporary housing maintenance, installation, and repair contracts valued at more than \$100M
- Managed report production and oversaw the resolution of complex contract implementation issues

### **Analyst, General Internal Controls Audit, National Processing Service Center, FEMA**

- Participated in an audit team that tested housing payments for compliance with federal guidelines and compiled and analyzed findings

### **Project Officer in Public Assistance Program, Hurricanes Katrina and Rita, FEMA**

- Served as a liaison to state and local governments applying for reimbursement of disaster-related expenditures
- Performed financial reviews of disaster-related documentation to ensure compliance with FEMA regulations
- Oversaw the distribution of more than \$62M in federal grant funding

### **Summer Associate, UBS Financial Services, Inc., Strategy and Business Development, Municipal Securities Group, 2004**

- Assessed market conditions and developed ongoing systems to track and analyze the competitive landscape in the municipal bond industry
- Constructed an Access database and devised standardized reports for management review



**Contract Manager, Texas Commission on Environmental Quality, 2002-2003**

- Allocated state funds for projects, minimizing costs and meeting state-determined economic goals
- Managed RFP creation and contracting processes for multiple RFP types with differing technical and legal requirements, including conducting RFP requirement presentations
- Directed vendor selection, final contracting and pricing negotiations

**Consultant, Austin Fine Properties, Residential Real Estate, 2001**

- Conducted market assessments and developed a comprehensive business plan for the operation. Through her work, she increased sales revenue by 200% in one year
- Implemented QuickBooks to support financial accounting and prepared financial and tax reports

**Director of Programs (AmeriCorps and Governor's Mentoring Initiative), Texas Commission on Volunteerism and Community Service, 1995-2000**

- Set program goals and strategies to maximize the effectiveness of state and federal funds in the areas of education, environmental quality, public safety and housing
- Established policies and procedures for the effective administration and oversight of more than 50 grants totaling \$30M, placing Texas in the top tier of states administering AmeriCorps programs after an independent quality review
- The work was subsequently adopted as a national best-practice model for AmeriCorps
- Managed the statewide grant review process and prepared proposals to compete nationally for federal funding
- As a result, Texas AmeriCorps funding increased from \$8M to \$20M in a three-year period, making it one of the four largest programs in the country
- Tested financial and management systems of grantees to ensure compliance with federal regulations and conducted financial, legal and procedural audits and designed improvement plans
- Managed the program's budget, including projections and reporting
- Hired, trained and supervised a staff of six and established internal department procedures

**Confidential Information**

**Supervisory/Senior Consultant**

**KEY SKILLS**

**6 Years Schools & Libraries/Rural Health Care Program Experience**

**Rural Health Care Expertise**

**Financial Management**

**Financial Reporting**

**Process Improvement**

**Confidential Information**

**EXPERIENCE**

**Solix, Inc.**

**Manager – RHC Program**

Manage Solix's post-commitment processes for the Rural Health Care (RHC) Program as administered by the **Confidential** **Confidential** Responsibilities include:

- Manage RHC funding commitments, commitment adjustments (COMADs), and appeals
- Interact with **Conf** Vice President-RHC and **Conf** RHC Director of Operations as needed to resolve issues
- Perform post-commitment and High Cost reviews consistent with RHC procedures, so that customer satisfaction is achieved through meeting or exceeding performance and quality goals
- Develop urban rates, which can be used by applicants as Safe Harbors in applying to the RHC Program. Requires research of posted telecommunications tariffs
- Analyze and endorse, consistent with **Conf** guidelines, service contracts between Health Care Providers and Service Providers
- Develop reports as contractually required or as requested by **Conf** Includes interacting with **Conf** to ensure the request is fully understood and with Information Technology team, as necessary, to obtain data
- Serve as primary RHC interface for development of business requirements and for user acceptance testing for both internal and external systems
- Coordinate with **Conf** to develop improved RHC processes and procedures for reporting and funds dispersal

**EDUCATION**

- MS Telecommunications Management, Stevens Institute of Technology
- Graduate Certificates in Telecommunications and Project Management, Stevens Institute of Technology
- BA Sociology, Rutgers College

**Confidential Information**

**Supervisory/Senior Consultant**

**KEY SKILLS**

**6 Years Application Review Experience**

**9 Years Health Regulations Experience**

**Policies Management**

**Process Development**

**Customer Service**

**EXPERIENCE**

**Solix, Inc.**

**Special Compliance Reviewer**

Responsible for the accurate and timely review of potential violations of Federal Communications Commission (FCC) Rules. Specific responsibilities include:

- Conduct comprehensive reviews of the use of **Conf** funding in order to detect fraud, waste and abuse
- Research allegations of violations which include; Conflict of Interest, Children's Internet Protection Act (CIPA), Cost Effectiveness/Ineligible Services, Competitive Bidding, and Collusion
- Maintain extensive up to date knowledge of FCC rules and guidelines
- Draft comprehensive reports of investigation findings for the FCC, for use in funding decisions
- Monitor the **Conf** Schools and Libraries Whistleblower Hotline to obtain information from complainants

**Mecklenburg County Area Mental Health Authority**

**Contract Coordinator/Service Analyst**

- Conducted site audits of substance abuse/mental health provider agencies and residential establishments
- Credentialed agencies and independent practitioners annually for license, documentation and consumer safety requirements
- Investigated complaints and suspected fraudulent activities
- Maintained extensive knowledge of local, state and federal regulations
- Conducted Medicaid Post Payment Reviews and reported findings to the Department of Medicaid assistance
- Participated in the Substance Abuse Best Practice Committee and Community Info-Share

**Previously Held Positions**

- Quality Improvement Specialist – Central Florida Behavioral Health Network
- Marchman Act Court Liaison/Case Manager – Agency for Community Treatment Services

**EDUCATION**

- BA Sociology, University of South Florida

**SPECIAL TRAINING**

- Certified Fraud Examiner
- National Crime Investigation & Training (NCIT)
- Temporary Assistance for Needy Families (TANF)
- Health Insurance Privacy Protection Act

<span style="font-size: 1.2em;">◆</span> SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">██████████</span> has a robust background in consulting and financial systems, as well as experience in the FEMA Public Assistance program.         </p> <p>           As a Senior Consultant of Strategy Operations <span style="background-color: black; color: black;">██████████</span> led a first-of-its-kind financial analysis that quantified the value gained from a global sports retail client’s sustainability initiatives. <span style="background-color: black; color: black;">██████████</span> presented the analysis results to the CEO, showcasing \$190 million in annual savings.         </p> <p>           During his time as a MBA Fellow of Environmental Defense <span style="background-color: black; color: black;">██████████</span> launched a groundbreaking energy efficiency loan fund and directed a sustainability overhaul at Dow Jones printing plant that generated 3,200 tons of carbon emissions reduction and earned News Corp a Green Oscar.         </p> <p>           As the Principal of ENDEV Consulting, <span style="background-color: black; color: black;">██████████</span> streamlined recovery efforts for victims of natural disasters and galvanized their reimbursement with U.S. Government funds. He won engagement with FEMA to transition the remaining public entities and 8,000 New Orleans families displaced by Hurricane Katrina back into permanent homes and offices.         </p> <p>           He also managed a \$21 million e-commerce implementation for global biotechnology client from obsolete Oracle e-Business Suite to market-leading JDE Enterprise One, positioning client for international growth and expansion.         </p> <p>           While pursuing his Bachelor’s degree in business administration <span style="background-color: black; color: black;">██████████</span> also cofounded Adam Susser Foundation, a non-profit organization for children with developmental disabilities and graduated on the Dean’s list.         </p> <p> <span style="background-color: black; color: black;">██████████</span> continued his commitment to educational excellence and community involvement while pursuing his MBA. <span style="background-color: black; color: black;">██████████</span> was the student Vice President for the class of 2011 and was awarded the Harvey Baker Scholar humanitarian achievement.         </p> <p> <span style="background-color: black; color: black;">██████████</span> is proficient in financial software such as Oracle JD Edwards. He is also skilled in the utilization of software and other up to date methods in multimodal communication including journalistic writing, social media, Power Point presentations, and Project and Visio.         </p>	<ul style="list-style-type: none"> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Developed strategic roadmap and managed execution for the \$950 million divestiture of a local search, media and advertising client from a multinational telecommunications corporation           </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Promoted to role of Project Officer to lead the largest electric power association of Mississippi through \$2.7 million of expedited reimbursements for infrastructure damage sustained from Hurricane Rita           </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Conceived fundraising strategy for \$200 million private equity fund           </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Launched groundbreaking energy efficiency loan fund and directed sustainability overhaul at Dow Jones printing plant that generated 3,200 tons of carbon emissions reduction and earned News Corp a Green Oscar           </li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Master of Business Administration, 2009-2011, New York University           </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Bachelor of Science in Business Administration, 2001-2005, The University of North Carolina at Chapel Hill           </li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Senior Consultant of Strategy Operations, Deloitte Consulting LLP, 2011-2013**

- Developed strategic roadmap and managed execution for the \$950 million divestiture of a local search, media and advertising client from a multinational telecommunications corporation
- Spearheaded social media listening post for film production client's 2012 blockbuster that synthesized public sentiment, forecasted box office and DVD sales and identified target demographics and marketing opportunities
- Led first-of-its-kind financial analysis that quantified the value gained from a global sports retail client's sustainability initiatives and presented results to CEO showcasing \$190 million in annual savings

### **Associate of Clean Technology Ventures, Expansion Capital Partners, 2010-2011**

- Structured financial valuation for expansion-stage clean technology companies
- Presented investment recommendations to board of directors
- Conceived fundraising strategy for \$200 million private equity fund

### **MBA Fellow of Environmental Defense Fund Climate Corps., News Corporation- Global Energy Initiative, 2010**

- Launched groundbreaking energy efficiency loan fund and directed sustainability overhaul at Dow Jones printing plant that generated 3,200 tons of carbon emissions reduction and earned News Corp a Green Oscar

### **Principal, ENDEV Consulting, 2008-2009**

- Established Independent emergency management consultancy to streamline recovery efforts for victims of natural disasters and galvanize their reimbursement with U.S. Government funds
- Won engagement with FEMA to transition the remaining public entities and 8,000 New Orleans families displaced by Hurricane Katrina back into permanent homes and offices

### **Senior Consultant- Enterprise Resource Planning, IBM Global Business Services, 2005-2008**

- Managed the \$21 million e-commerce implementation for global biotechnology client from obsolete Oracle e-Business Suite to market-leading JDE Enterprise One, positioning client for international growth and expansion
- Promoted to role of Project Officer to lead the largest electric power association of Mississippi through \$2.7 million of expedited reimbursements for infrastructure damage sustained from Hurricane Rita

## **PRIOR PROFESSIONAL EXPERIENCE**

- Associate Consultant-Supply Chain Management, IBM Global Business Services, 2005- 2006



◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is an experienced Emergency Management consultant with expertise in program management, data analysis, quality assurance, and client interaction. He has administered four FEMA Public Assistance (PA) programs, provided recovery assistance for multiple disasters, and served in several project management and analytical roles.</p> <p>As a consultant for Hagerty, ██████████ most recently worked in New Orleans analyzing audited financial statements of municipalities to determine eligibility for the Special Community Disaster Loan Cancellation (SCDL) Program. ██████████ was responsible for meeting with applicants to discuss SCDL requirements for cancellation and insurance reimbursements, requesting supporting documentation for unreimbursed disaster related expenses and discussing any additional information needed to determine eligibility. He was the key financial analyst who reported and tracked \$1.3 Billion dollars of eligible SCDL's to the Public Assistance Branch Chief Director at FEMA Headquarters in Washington, DC. ██████████ also spearheaded the tracking database and electronic filing systems for both Louisiana and Mississippi SCDL's, which are being utilized at FEMA Headquarters.</p> <p>██████████ served as a Financial Analyst to support the reimbursement for severe flooding in the State of Minnesota. He provided FEMA Public Assistance expertise and oversaw the financial tracking of approximately \$1 million of eligible damages, to the hardest hit county in North West Minnesota. He also collected and compiled disaster related claims totaling \$100,000 for infrastructure damages in Kittson County, MN.</p> <p>As a Consultant for IBM Consulting Services, ██████████ managed and administered three FEMA PA programs providing recovery assistance for Hurricane Katrina in Mississippi, the Kiholo Earthquake in Hawaii, and the Severe Ice Storms in Oklahoma. He was responsible for over \$500 million in eligible funding. He served as a Special Assignments Team Member, conducting initial Pre-Quality Control review and closeout of all new Project Worksheets, made recommendations to FEMA on those PWs, and prepared sensitive PWs in a time efficient manner. As a Deputy Public Assistance Coordinator (DPAC) he expedited the flow of critical communication between field engineers and finance staff by designing and implementing a strategic plan for allocating damages and resources, and recommended reimbursement of eligible damages in excess of \$100 million. As a Project Officer (PO) he conducted on-site field audits / inspections to assess damage, analyzed drawings and schematics to derive proper calculations for damages, and coordinated with multiple federal and public entities to assess damages and coordinate reimbursement.</p>	<ul style="list-style-type: none"> <li>◆ Key Financial Analyst who reported and tracked \$1.3 Billion dollars of eligible Special Community Disaster Loans (SCDL's)</li> <li>◆ Spearheaded the tracking database and electronic filing for SCDL's</li> <li>◆ As Financial Analyst, oversaw financial tracking of over \$1million of eligible damages for severe flooding in MN</li> <li>◆ Responsible for over \$500 million in eligible funding. Providing recovery assistance for Hurricane Katrina in MS, the Kiholo Earthquake in Hawaii and the Severe Ice Storms in Oklahoma</li> <li>◆ Served as a Special Assignments Team Member, conducting quality control and preparing sensitive PWs</li> <li>◆ As a Project officer, conducted on-site field audits/inspections to assess damage, analyzed drawings and schematics to derive proper calculations, and coordinated with multiple federal and public entities to assess damages and coordinate reimbursement</li> <li>◆ MBA – Public Administration Concentration</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ Master of Business Administration, Entrepreneurship and Public Administration, Suffolk University</li> <li>◆ Bachelor of Interdisciplinary Studies, Pre-Law/Economics, Bates College</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Consultant, Hagerty Consulting Inc., January 2010-Present**

- Federal Emergency Management Association (FEMA), New Orleans, Louisiana & Washington, DC
- Key Financial Analyst who reported and tracked \$1.3 Billion dollars of eligible SCDL's to the Public Assistance Branch Chief Director at FEMA Headquarters in Washington, DC
- Analyzed audited financial statements of municipalities to determine eligible for the Special Community Disaster Loan Cancellation Program to include determining profitability, revenue loss, regression analysis, and capital outlays
- Met with applicants to discuss SCDL requirements for cancellations, insurance reimbursements, request supporting documentation, unreimbursed disaster related expenses and discuss any additional information needed to determine eligibility
- Spearheaded the tracking databases and electronic filing systems for both Louisiana and Mississippi SCDL's; being utilized in Washington, DC to report to Senators and Congressional Affairs

### **Research Assistant, Suffolk University, Information System and Operations Management Department, 2009-Present**

- Assist in designing research studies of consumer Healthcare Informatics
- Work includes validation of existing dimensions and exploration of new ones in the information design, interaction design, and overall value proposition of consumer healthcare web sites

### **Financial Analyst/ Project Specialist/ Senior Emergency Management Consultant, Hagerty Consulting Inc., 2009**

- Support the reimbursement for severe flooding in the State of Minnesota
- Provided FEMA Public Assistance expertise and oversaw the financial tracking of approximately \$1 million of eligible damages, to the hardest hit county in North West Minnesota
- Collected and compiled disaster related claims totaling \$100,000 for infrastructure damages in Kittson County, MN

### **Emergency Management Consultant, IBM Business Consulting Services, 2005- 2008**

- As a Senior Consultant employed by IBM, Mr. Tortorici managed and administered three Federal Emergency Management Agency (FEMA) Public Assistance Programs to provide recovery assistance in an expedient manner to disaster areas. After Hurricane Katrina in Mississippi, Kiholo Earthquake in Hawaii, and the Severe Ice Storms in Oklahoma, Mr. Tortorici was responsible for the disbursement of over \$500+ million of eligible funding while serving in the following roles:

#### *Special Assignments Team Member*

- Conducted the initial "Pre-Quality Control" review and closeout of all new Project Worksheets (PW's) and/or Versions before they were delivered to Management
- Maintained/Updated the Versions Tracking Database with respect to all active Version/PW requests
- Prepared sensitive PW's in a "time efficient" manner to meet stringent deadlines

#### *Deputy Public Assistance Coordinator (DPAC)*



- Expedited the flow of critical communication between field engineers and finance staff by designing and implementing a strategic plan for allocating damages and resources
- Developed and implemented an excel database for use by engineers and accountants to transmit/relay disaster related information in timely manner, which expedited reimbursements to critical disaster areas, and resulted in a 50% reduction in time to completion
- Recommended reimbursement of eligible damages in excess of \$100+million

*Project Officer (PO)*

- Conducted extensive on-site field audits/inspections to assess disaster first hand
- Cost estimated approximately \$350,000 of eligible damages using RS Means
- Conducted in-depth interviews with affected parties to assess the magnitude and repair costs of damages to infrastructure
- Coordinated information with FEMA staff and Department of Education, Department of Transportation, Electrical Utilities, and Science and Technology to assess damages and coordinate reimbursement to affected areas
- Expert in NEMIS (National Emergency Management Information System): IT System for the response and recovery operation

◆ SUPERVISORY/SENIOR CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a Certified Public Accountant who has over 2 years of experience in Disaster Management and over 15 years of experience to include corporate finance, project cost analysis, auditing, budgeting and forecasting.</p> <p>As a consultant for Hagerty, ██████████ is currently doing PA work in Galveston, Texas auditing and closing out Project Worksheets (PW's) for cost associated with Hurricane Ike (08-J-0025).</p> <p>She previously worked in New Orleans analyzing eligibility for the \$1.3B Special Community Disaster Loan Cancellation (SCDL) Program for Hurricane Katrina. ██████████ was responsible for meeting with applicants to discuss SCDL requirements for cancellation and analyzing their audited financial statements to determine profitability, revenue loss, direct costs, capital outlays and regression analysis. She analyzed insurance reimbursements and requested supporting documentation for unreimbursed disaster related expenses and discussed any additional information needed for cancellation.</p> <p>She also worked with the City of New Orleans on the \$400M Disaster Community Development Block Grant (DCBDG) where she was responsible for the management, disbursement, and tracking of disaster recovery funds. She analyzed existing sub-recipient agreements and contract terms and apprised senior management of potential risk while offering methods of remedy to minimize exposure and to ensure compliance with governmental guidelines. She also recommended pricing strategy and contract terms in the development of new contracts with sub-recipients. She reviewed request for reimbursement for compliance and financial accuracy. She also audited sub-recipients' accounting systems/policies and procedures to ensure compliance with contract terms and governmental guidelines and made recommendations for improvement. She also helped to develop and prepare an accounting policies and procedures manual for DCDBG.</p> <p>Prior to joining Hagerty, ██████████ worked for Convergys Corporation in their Human Resource Outsourcing Management Division (HRO). She created and/or used complex financial models to develop pricing in response to Request for Proposals (RFP) and Request for Information (RFI). She also performed special projects to include headcount reorganizations, significant headcount additions, machine analysis and pricing models. ██████████ also performed budgeting, forecasting, and financial planning in support of their Global Business Operations. ██████████ is a Certified Public Accountant licensed in the State of Georgia.</p>	<ul style="list-style-type: none"> <li>◆ Recently worked in Galveston, Texas auditing and closing out PW's for Hurricane Ike. She also worked in New Orleans on the Special Community Disaster Loan Cancellation (SCDL) Program for Katrina.</li> <li>◆ Certified Public Accountant (CPA)</li> <li>◆ Senior Manager responsible for Special Projects</li> <li>◆ Project Management</li> <li>◆ RFP and RFI Pricing Models</li> <li>◆ Senior Financial Analyst</li> <li>◆ Forecasted Business Trends</li> <li>◆ Senior Accountant</li> <li>◆ Significant capital and cash distributions</li> <li>◆ Auditor – all phases</li> <li>◆ Improved efficiency of company operations and accuracy of financial documents</li> <li>◆ BS in Accounting</li> </ul>
<b>EDUCATION</b>	◆ Bachelors of Science, Accounting, University of New Orleans



## RELEVANT WORK EXPERIENCE

### **Consultant, Hagerty Consulting, (2009 – Present)**

Federal Emergency Management Association (FEMA), Galveston, Texas

- Auditing Project Worksheets (PW's) for eligibility and accuracy.
- Making recommendations to OIG detailing PW eligibility and corrected reimbursement costs.

Federal Emergency Management Association (FEMA), New Orleans, Louisiana

- Analyze audited financial statements of municipalities to determine eligibility for the Special Community Disaster Loan Cancellation Program (SCDL) to include determining profitability, revenue loss, direct costs, regression analysis, and capital outlays.
- Meet with applicants to discuss SCDL requirements for cancellation, insurance reimbursements, request supporting documentation, unreimbursed disaster related expenses and discuss any additional information needed to determine eligibility.
- Prepare reports to submit to FEMA headquarters detailing analysis performed and final recommendations for each applicant.

City of New Orleans, New Orleans, Louisiana

- Worked with Accounting, Capital Projects and Disaster Community Development Block Grant (DCDBG) departments aiding in the management and tracking of disaster recovery funds.
- Analyzed sub-recipient agreements and contract terms and apprised senior management of potential risk. Offered methods of remedy to minimize exposure and to ensure compliance with governmental guidelines.
- Recommended pricing strategy and contract terms to management in development of contracts with sub-recipients.
- Developed and prepared Accounting Policies and Procedures for DCDBG.
- Reviewed request for reimbursement request by sub- recipients for compliance and financial accuracy.
- Audited sub-recipients' accounting systems and policies and procedures to ensure compliance with contract terms and governmental guidelines. Made recommendations for improvements.
- Restructured departmental methods of tracking capital assets and construction-in-progress. Prepared schedules for external audits.

### **Senior Manager, Convergys Corporation, HR Management Division, (2004 – 2008)**

- Utilized complex financial models to develop pricing in response to Request for Proposals (RFP) and Request for Information (RFI).
- Supported Sales, Product Management, Business Process Transformation, and Business Unit Managers in preparation of client proposals.
- Responsible for understanding the relevant industry, Business Unit, and opportunities to determine the financial impact to company.
- Determine, maintain, and understand the key business drivers of the business unit (e.g., headcount, subscribers, clients, revenues per head or sub, standard pricing, etc.).
- Assist with establishing financial goals and operational metrics for Business Unit as needed.
- Responsible for managing special projects (e.g., headcount reorganizations, significant headcount additions, machine analysis, pricing models etc)
- Performed Budgeting, Forecasting, and Financial Planning in support of Global Business Operations.
- Recommend/implemented changes to improve efficiency and cost of company operations and ensure accuracy of financial data.



**Senior Financial Analyst, Shands Healthcare, (2001 – 2004)**

- Developed and implemented financial reporting structures to monitor business lines.
- Performed research and analysis, budgeting, forecasting and variance analysis
- Assisted with financial statement preparation including: consolidation, review/analysis of results and reports to senior management and external auditors.
- Prepared studies and forecasts of business trends and made recommendations for improvements

**Senior Accountant/Analyst, AT&T Broadband, (1998 – 2000)**

- Managed all aspects of the general ledger functions for three business units.
- Assisted markets with annual planning process, analyzed monthly results and prepared monthly forecasts.
- Calculated allocations of capital and cash distributions to joint owners and subsidiaries.

**Auditor/Accountant, Dufresne & Associates, CPA, PA, (1996 – 1998)**

- Performed all phases of an audit including planning, control analysis testing and reporting.
- Developed and performed audit tests and documented test results.
- Recommended and implemented changes to improve efficiency of company operations and ensure accuracy of financial records.
- Prepared and filed tax returns on behalf of audit clients.
- Verified cash flow for municipal and corporate bond issues.

**Trust Administrator, Bank of New York Trust Company of Florida, (1995 – 1996)**

- Administered principal and interest payments to investors on behalf of municipal and corporate bond issuers.
- Interpreted applications of trust documents and prepared bids for bond closing of deceased and new bond issues.
- Worked with Attorney's, Certified Public Accountants, and other financial institutions to properly set-up bond issues.
- Invested money held in escrow in money markets, U.S. Treasuries, and Treasury Notes.
- Handled movement of funds that ranged from approximately \$10-75 million in assets.
- Setup work, tickler compliance, and administered bond calls for redemption.

**COMPUTER APPLICATIONS**

- Proficient in Windows, Microsoft Word, Excel, Access, PowerPoint, Lotus, Microsoft Project 98, PeopleSoft, SAP, Hyperion, Essbase, COGNOS, and QuickBooks

**PROFESSIONAL DEVELOPMENT**

- Continuing Professional Education credits consistently earned in Project Management, Taxation, Financial Modeling, Financial Planning, Auditing, Management Information Systems, and Financial Statement Analysis.

<span style="float: right;">◆ SUPERVISORY/SENIOR CONSULTANT</span>	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ was an employee of the State Emergency Management Agency in Louisiana for 4+ years, most recently focusing on Insurance as it relates to the Public Assistance program. In this capacity, ██████████ has become well-versed in the Stafford Act, as well as FEMA regulation and policy. ██████████ also conducted outreach presentations, helping Public Assistance applicants understand the responsibilities that come with receiving FEMA funding.</p> <p>██████████ has also maintained company financial records and billing.</p> <p>She has extensive experience and skill in drafting legislation and amendment summaries, tracking legislation, and preparing constituent correspondence. In her experience, she has also prepared committee folders for chairman, attended committee hearings, and assisted Senator during floor debate. She also has conducted legislative research projects for committee staff and Senator</p> <p>As a research manager, ██████████ has monitored operations and field activities to ensure that project and deliverables proceeded according to plan.</p> <p>██████████ is comfortable working both independently and as a team leader, and a supportive team member working collaboratively to achieve a goal.</p> <p>██████████ has successfully supervised a team of direct reports. She has coordinated communication with other senators and representatives She has written proposals, designed questionnaires, analyzed data, and developed explanatory presentations. She has also managed company public relations and media contacts, coordinated press activities, wrote press releases and created website content.</p>	<ul style="list-style-type: none"> <li>◆ Coordinated activities of the Intrastate Mutual Aid Subcommittee to ensure compliance with statutory requirements</li> <li>◆ Drafted legislation and amendment summaries, tracked legislation, prepared constituent correspondence</li> <li>◆ Prepared speeches for Senator for special events</li> <li>◆ Monitored and evaluate pending legislative, regulatory, and legal action at the federal, state, and local level</li> <li>◆ Served as State Insurance Team Lead assisting FEMA Public Assistance Applicants with insurance-related issues</li> <li>◆ Acted as liaison with elected officials during emergencies, on behalf of the Governor’s Unified Command Group</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Master of Arts in Public Policy, 2002, State University of New York</li> <li>◆ Bachelor of Arts in Political Science, 2000, State University of New York</li> </ul>



## RELEVANT WORK EXPERIENCE

### **Problem Resolution Officer/Legislative Liaison., Governor's Office of Homeland Security and Emergency Preparedness, 2008-Present**

- Serve as State Insurance Team Lead assisting FEMA Public Assistance Applicants with insurance-related issues
- Interface with FEMA management to resolve global Public Assistance issues relating to insurance
- Conduct insurance outreach to emergency managers as part of the State Community Education Outreach program
- Develop agency legislative agenda, draft and coordinate passage of key emergency management legislation
- Serve as the agency point of contact to legislative and congressional members and staff for constituent services
- Monitor and evaluate pending legislative, regulatory, and legal action at the federal, state, and local level
- Coordinate activities of the Intrastate Mutual Aid Subcommittee to ensure compliance with statutory requirements
- Act as liaison with elected officials during emergencies, on behalf of the Governor's Unified Command Group

### **Legislative Aide, Louisiana State Senate, 2008**

- Drafted legislation and amendment summaries, tracked legislation, prepared constituent correspondence
- Prepared committee folders for chairman, attended committee hearings, assisted Senator during floor debate
- Coordinated communication with other senators and representatives
- Conducted legislative research projects for committee staff and Senator
- Prepared speeches for Senator for special events

### **Research Analyst, Cook Smith, Inc., 2007-2008**

- Developed reports for clients based on site assessments and laboratory analyses
- Maintained company financial records and billing

### **Research Manager, Ipsos Public Affairs / Ipsos ASI, Company, 2004-2007**

- Managed syndicated and customized corporate reputation research for diverse, high-profile client base
- Wrote proposals, designed questionnaires, analyzed data, developed explanatory presentations
- Monitored operations and field activities to ensure that project and deliverables proceeded according to plan
- Interfaced with clients and presented analytical findings





- Coached/mentored interns in developing project management skills and analytical thinking

**Research Analyst, AMI-Partners, 2003-2004**

- Created content for and maintained AMI-Partners Website
- Managed company public relations and media contacts, coordinated press activities, wrote press releases
- Analyzed international markets and wrote market research reports with primary focus on UK market
- Assisted clients with research requests and supported senior analysts with customized projects

**PRIOR PROFESSIONAL EXPERIENCE**

- Project Director, Strategic Insights, Inc., 2000-2003

**SPECIALIZED TRAINING**

Coursework in Tuscan Business Practices, Università di Siena, Italy

**Confidential Information**

**Supervisory/Senior Consultant**

**KEY SKILLS**

**7 Years Universal Service Fund Experience**

**Product Management and Marketing**

**Vendor Management**

**Data Analysis**

**Customer Service**

**Confidential Information**

**EXPERIENCE**

**Solix, Inc.**

**Manager – State Program Management**

Responsible for the accurate and timely collection of revenue and disbursement of funds for four State Universal Service Fund (USF) programs. Programs process over \$4.5 Million in funds monthly, with contributions from over 1,000 companies and disbursements to 100 companies. Specific responsibilities include:

- Manage team to ensure all regulatory, contractual, and procedural requirements are met
- Develop, implement, and verify compliance with procedures
- Prepare assessment factor calculations
- Interface with state public utility commission staffs so that program information and needs are mutually understood
- Coordinate audits on state funds

**Solix, Inc.**

**Manager – Procedures and Points Administration**

- Led team in the development and maintenance of FCC E-rate program procedures and rules
- Developed and delivered training for over 150 staff annually on procedures for the FCC E-rate program. Updated procedures annually for program adherence and compliance
- Managed development of points measurement system used to increase productivity of E-rate reviewers

**Previously Held Positions**

- Vendor Manager – AT&T Solutions
- Public Policy Manager – AT&T, Inc.
- Product Manager – AT&T, Inc.

**EDUCATION**

- MS Telecommunications Management, Stevens Institute
- BS Marketing Management, St. Peter's College
- Public Policy Development, Brookings Institution
- Program for Management Development, Duke University/Fuqua School of Business

**MILITARY**

- Captain, NJ National Guard
- First Lieutenant, US Army



**Confidential Information**

**Consultant**

**KEY SKILLS**

**4 Years Operations Management**

**2 Years Quality Assurance**

**Employee Oversight**

**Project Management**

**Process Improvement**

**Confidential Information**

**EXPERIENCE**

**Solix, Inc.**

**Senior Manager – Confidential**

Manage day to day operations of the Confidential Information organization. Specific responsibilities include:

- Serve as primary customer liaison for Confidential Information team
- Oversee operations management staff and application review team (25 to 50 members depending on demand) in support of Confidential program
- Develop strategy and manage implementation and staff training for any rule-impacting FCC order
- Assist with project management of proposed changes to the Confidential program including new state implementations
- Ensure program applications are reviewed in a timely and accurate manner

**Solix, Inc.**

**Supervisor / Manager – Scanning Group**

- Led staff in recording and scanning documentation into electronic storage in a timely and accurate manner. Frequently requires processing of high volumes within short timeframes.
- Analyzed and modified work processes within the scanning group, thereby improving production and efficiency
- Managed the reviewing, recording and reporting of 150,000 donor cards annually for Donate Life Texas Registry
- Oversaw the imaging of over 1,000 bar-coded customer records daily, in support of Confidential program

**RELEVANT EXPERIENCE**

- Reviewer – Program Compliance and Integrity Assurance
- Accounting Assistant, A.M. Best Insurance Rating Company
- Data Management Assistant- Customer Service, BOC Gases

**EDUCATION**

- BS Mathematics and English, Lebanon Valley College

**PROFESSIONAL AFFILIATIONS AND CERTIFICATIONS**

- Association of Women in Mathematics
- Competent Communicator and Advanced Leader Bronze Certificates, Toastmasters International
- Enterprise Content Management Practitioner Certificate, AIIM
- Business Essentials Mini-MBA Certificate Program, Rutgers University

PATRICK N. COWAN ◆ CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>Patrick Cowan has extensive knowledge of homeland security, contingency planning, disaster preparedness, and security operations gained throughout his 23 year career working for and consulting to large corporations and the federal government.</p> <p>As a consultant, Mr. Cowan completes Business Continuity and Disaster Recovery assessments and analyses plans for large corporate clients across many industries. Mr. Cowan also prepares comprehensive Risk and Business Impact Analysis programs for clients. Mr. Cowan has worked as the Director for Disaster Recovery for two large telecommunications companies.</p> <p>Mr. Cowan worked, under contract, as the Regional Assessment Center Director for the Transportation Security Agency (TSA) at the start up of the organization.</p> <p>Mr. Cowan also has experience working for the Federal Emergency Management Agency (FEMA) as a Mission Assignment Coordinator, a Financial Manager, and a Response/Recovery Planner. In these capacities, he implemented controls on federal agency response to major disasters during Hurricane Andrew in Florida, the Midwest Floods of 1993 and the Northridge California Earthquake.</p> <p>Mr. Cowan is an advanced public speaker, a certified project manager, a certified, experienced trainer, Board Secretary for Certified in Infrastructure Protection and a licensed pilot.</p>	<ul style="list-style-type: none"> <li>◆ Subject Matter Expert on Business Continuity and Disaster Preparedness</li> <li>◆ Use of BS-25999, FFIEC, NIST, HIPAA and NFPA-1600</li> <li>◆ Writer/Author</li> <li>◆ Advanced Public Speaker</li> <li>◆ Board Secretary for Certified in Infrastructure Protection (ACFEI)</li> <li>◆ FEMA experience with Hurricane Andrew, Northridge Earthquake, and 1993 Midwest Floods</li> </ul> <p><i>Certifications:</i></p> <ul style="list-style-type: none"> <li>◆ Business Continuity and Disaster Recovery Planning Master Level</li> <li>◆ Project Management</li> <li>◆ Homeland Security Level V</li> <li>◆ Sensitive Security Information</li> <li>◆ Forensic Consultant</li> <li>◆ Executive Protection</li> <li>◆ Incident Command Operations</li> <li>◆ Instructor Trainer</li> <li>◆ Certified Data Center Power Manager (AC and DC)</li> <li>◆ Certified Data Center HVAC Manager</li> <li>◆ Multi-Engine Instrument Pilot 1600 TT</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Masters in Business Administration, Security and Risk Management focus, Ashwood University, 2010</li> <li>◆ Bachelors in Business Administration, Jacksonville University, 1989</li> </ul>



## RELEVANT WORK EXPERIENCE

**Independent Consultant, Hagerty Consulting, Inc., 2012-Present**

**Managing Partner, Tubaiste, LLC, 1989-Present**

- Completed Business Continuity and Disaster Recovery assessment of a major investment firm.
- Completed a Business Continuity and Disaster Recovery assessment and automation engagement for a large Health Insurance Provider.
- Completed an integration analysis of Business Continuity and Disaster Recovery plans for a large Central States Financial entity.
- Prepared comprehensive Risk and Business Impact Analysis programs for clients.
- Developed Business Continuity and Disaster Response/Recovery (BC/DR) programs for clients.
- Identified team membership and trained the individuals selected in roles and responsibilities for BC/DR initiatives.
- Evaluate, recommend and implement strategies for protection of corporate assets to better prepare the company to survive an outage and to better place itself for leveraging competition in the event of a disaster.
- Provide written guidance for corporate review on issues of Assessment and planning.
- Brought all contracted for planning programs in on time and on budget.

**Corporate Business Continuity Coordinator, TriNet, 2006-2008**

- Developed Risk and Business Impact Analysis documentation.
- Worked with a team of Subject Matter Experts to develop Disaster Response/Recovery documentation (plans) and programs for the technology platforms within the organization including; Wins, DNS, Oracle, UNIX boxes as well as data movement, storage and restoration. Virtualization optimization and cluster management and inventory.
- Identified team membership and trained the individuals selected in roles and responsibilities for BC/DR initiatives.
- Developed Facilities Standards related to management of space and acquisition of same.
- Developed Health and Safety Program for all independent offices around the country.
- Provided initial impetus track for SAS70 Type I & II audits (achieved).
- Implemented a relational database program of BC/DR plans in Risk Matrix.

**Senior Disaster Recovery Engineer, TriZetto Group, Inc., 2004-2005**

- Prepared comprehensive Risk and Business Impact Analysis documentation for this large ASP in the health industry.
- Developed Disaster Response/Recovery documentation (plans) and programs for the technology platforms within the organization including; AIX, Wins, DNS, Oracle, Onyx, Siebel, Unix boxes as well as data movement, storage and restoration.
- Identified team membership and trained the individuals in roles and responsibilities for BC/DR initiatives.

**Regional Assessment Center Director, NCS Pearson for the Transportation Security Agency (TSA), 2002**

- Led diverse teams to in establish and manage Security Assessment Centers.
- Managed 45 Centers through a “team model” developed for the project.
- Identified team strengths and weakness and motivate to excellence for National Security concerns.



- Provided a central point of escalation for issues identified by the Assessment Center Directors.
- Provided written guidance for corporate and governmental review on issues of Assessment.
- Maintained a disciplined environment in a diverse and dynamic/fluid historic enterprise.
- Worked with governmental delegates up to and including Congress to establish Airport Cadre.

#### **Director of Corporate Disaster Recovery, Quest Communications, 2000-2002**

- Developed the corporate Disaster Recovery Program from inception to deployment.
- Evaluated, recommended and implemented strategies for protection of corporate assets to comply with federal telecommunications regulations along sound business practice guidelines.
- Identified the “Process centric” organization within Qwest and subsidiaries for development of interdependent mitigation, response and recovery operations.
- Worked with all divisions, departments and associates to insure compliance with training and exercise programs in contingency planning.
- Provided a single point of interface between Federal, State and Local government compliance regulators, vendors and corporate management.
- Interpreted regulations and laws governing continuity planning in the telecommunications field and develop process controls for them.
- Identified infrastructure requirements for continuous operations and develop a plan of action to insure compliance with industry standards.
- Identified the need for a robust Network Control Center and mirrored site.
- Designed, project managed, tested and certified both centers upon completion.
- Insured the corporation met or exceeded contractual liabilities and fiduciary responsibilities to customers for Business Continuity and Disaster Preparedness.
- Worked on the development, training and implementation of the corporate Emergency Response Team structure and planning initiative for the Winter Olympics in Salt Lake City, Utah.

#### **Manager of Corporate Disaster Recovery, AT&T Local Services, 1996-2000**

- Evaluated, recommended and implemented strategies for protection of corporate assets to comply with federal telecommunications regulations along sound business practice guidelines.
- Worked with all divisions, departments and associates to insure compliance with training and exercise programs in contingency planning.
- Developed strategies for fiscally sound mitigation measures for all corporate entities and business units, throughout the United States.
- Provided interface between Federal compliance regulators and corporate management.
- Interpreted regulations and laws governing continuity planning and fiduciary responsibilities to customers.

#### **Federal Emergency Management Agency, 1992-1996**

##### ***Mission Assignment Coordinator, Financial Manager, Response/Recovery Planner***

- Implemented controls on federal agency response to major disasters during Hurricane Andrew in Florida, the Midwest Floods of 1993 and the Northridge California Earthquake.
- Analyzed and prepared response and recovery training text and documents that enables multiple federal agencies to be controlled simultaneously during disaster operations.
- Established financial controls on \$17 Billion in Federal aid during the Midwest floods of 1993, without an audit exception.
- Instituted a complete reinvention of mission controls on federal funding for 12 federal agencies in disaster operations.



- Provided training to federal agencies and departments in disaster operational control and asset protection.
- Keynote speaker to both regional and national conferences on disaster planning for Federal Response.

**Contingency Consultant, Disaster Recovery Group Inc.**

**ADDITIONAL WORK EXPERIENCE**

**Oil & Gas Industry** – Middle East, Asia, Africa and Europe, Prior to 1989

**PUBLICATIONS**

- Historical Perspectives on Homeland Security (Homeland Security Conference 2008)
- Revision of Sensitive Security Information Certification Course
- You Did What? Information Security Presentation 2007
- Communications Dependency “Our Weakest Link” Business Continuity Web publication
- Various advertisement campaign literatures for service providers in the Disaster Recovery arena
- TriNet Business Continuity Plan
- Qwest Communications Disaster Recovery Program
- AT&T Local Services Disaster Recovery Group Web Site
- AT&T Local Services Corporate Disaster Recovery Plan
- AT&T Local Services Emergency Communications Plan
- The Open Water Experience: A 55-minute instructional video on sport diving.
- PST Gazette: A monthly newsletter for a professional speaking group.
- Federal Guide to Mission Assignments
- Blueprint for Federal Financial Response to major disasters

**PROFESSIONAL MEMBERSHIPS**

- Homeland Security through ACFEI
- American Board for Certification in Infrastructure Protection
- American Board for Certification in Forensic Examination
- Member of the New York Mayors Council on Disaster Recovery (Past)
- Inductee in International Who’s Who for IT Professionals and Professional Management
- Member of the Business Continuity Group (disaster planning)
- Member of PEP (disaster planning)
- Aircraft Owners and Pilots Association (AOPA) National Association of Underwater Instructors (NAUI)
- Disaster Preparedness Corps

◆ CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is an experienced project manager who prides himself on his strong quantitative analysis skill set. One of his most recent projects includes the development of a robust, internal long-term modeling capability; the Peterson Foundation now maintains a complete 75-year simulation of the federal budget. With this project, ██████████ has supervised the work of an analyst and a team of interns to further develop the capabilities of the simulation. Anticipated are soon-to-be introduced models of long-term health care cost growth and Social Security to further expand the foundation's work.</p> <p>██████████ earned his Masters of public administration with a 3.6 GPA from the Maxwell School of Citizenship and Public Affairs at Syracuse University. As a student at Maxwell, he completed extensive coursework in public finance and financial management. The final project for his seminar in public financial management was a financial position analysis of the cities of Concord, New Hampshire; Derry, New Hampshire; and Dover, Delaware. The experiences sharpened his skills as a master of the data analysis.</p> <p>██████████ also has consulting experience in building relationships with clients. As a student at the Maxwell School ██████████ completed a capstone consulting project with the Government Accountability Office focusing on improving safety in the food supply chain. This project culminated in a presentation of actionable solutions.</p> <p>██████████ has also earned his Master of arts in political science with an impressive 3.9 GPA from Rutgers University. He earned his Bachelors in political science and philosophy with a 3.8 GPA, Phi Beta Kappa, Magna cum laude. His relevant course work includes: state and local financial management, revenue and demand forecasting, statistical analysis, program analysis, public finance, and managerial economics.</p>	<ul style="list-style-type: none"> <li>◆ Managed multiple grants and prepared budgets for a 3-year, \$40 million health care data project</li> <li>◆ Authored reports on federal fiscal policy, entitlement reform, state and local finance, and long-term modeling</li> <li>◆ Recruited, trained, and managed a network of over 250 volunteers</li> <li>◆ Coauthored a report detailing weaknesses in the food supply chain with a team of Maxwell students and GAO staffers</li> <li>◆ Developed briefing materials for senior GAO analysts summarizing the legal framework of the US food supply chain</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Master of Public Administration, 2010, The Maxwell School of Citizenship and Public Affairs, Syracuse University</li> <li>◆ Master of Arts in Political Science, 2007, Rutgers University</li> <li>◆ Bachelors of Arts in Political Science and Philosophy, 2004, Allegheny College</li> </ul>





## **RELEVANT WORK EXPERIENCE**

### **Research associate, Peter G. Peterson Foundation, 2010-Present**

- Developed, programmed and maintained a long-term model of the federal budget using Excel and EViews
- Managed multiple grants and prepared budgets for a 3-year, \$40 million health care data project
- Authored reports on federal fiscal policy, entitlement reform, state and local finance, and long-term modeling

### **Consultant, Government Accountability Office/Maxwell School, 2010**

- Developed briefing materials for senior GAO analysts summarizing the legal framework of the US food supply chain
- Coauthored a report detailing weaknesses in the food supply chain with a team of Maxwell students and GAO staffers
- Presented actionable policy interventions to strengthen food safety rules

### **Field Organizer, Obama for America/Campaign for Change, 2007-2008**

- Recruited, trained, and managed a network of over 250 volunteers
- Increased vote totals compared to John Kerry's 2004 campaign by 36 percent

◆ CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ has provided oversight on investment manager research for variable product platform. The platform under his management grew to \$20 billion in assets under management and 108 funds. Funds on platform included fixed income and equity; global, international and domestic; sector funds and alternatives. ██████████ has also created entire fund evaluation process from scratch. ██████████ utilized his skill to research and select quantitative analytics, create basic fund reports and all investment commentaries and create fund scoring models.</p> <p>██████████ is familiar with risk assessment and is capable of providing risk assessment of mutual funds and platforms from quantitative and qualitative perspective. He utilized MPT statistics to decompose and compare sources of risk, performance and attribution amongst funds.</p> <p>██████████ is successful as a leader, as an active team member, and as an efficient independent worker. He has been a supervisor of analytical staff and has interviewed, hired and trained staff members. He is comfortable planning and delegating job responsibilities. ██████████ has evaluated assignments; provided periodic performance reviews. He is capable of organizing meetings, orchestrating information flow, and acting as liaison to internal and external personnel.</p> <p>Additionally, ██████████ is technologically knowledgeable; he evaluated marketing plans, website design and content for engageSimply, a social commerce company.</p> <p>██████████ utilized his creativity, skill, and commitment to leadership to become a Co-founder, treasurer and member of Sigma Nu fraternity; Black Student Alliance at Yale all while earning his Bachelor's degree in economics from Yale University.</p>	<ul style="list-style-type: none"> <li>◆ Raised more than \$1 million for Savanza, a peer-to-peer microfinance lending company for indigent students in Latin America. Other capital formation projects include middle market mining operations in South America and technology infrastructure</li> <li>◆ Total assets under management as the Director of Equity Investments were roughly \$5 billion</li> <li>◆ Sector portfolio manager for financial services stocks for the Guardian Park Avenue mutual funds</li> <li>◆ Responsible for large, mid and small capitalization portfolios. Determined stock selection, sub-sector weightings, and overall sector weightings</li> <li>◆ Managed multiple projects, including asset liability studies, benchmark and peer group studies, overall lineup reviews, etc.</li> </ul>
<b>EDUCATION</b>	◆ Bachelor of Arts in Economics, Yale University



## RELEVANT WORK EXPERIENCE

### **Capital Formation, Marketing, Sales Consultant, Ravello Capital, 2011-Present**

- Raised more than \$1 million for Savanza, a peer-to-peer microfinance lending company for indigent students in Latin America. Other capital formation projects include middle market mining operations in South America and technology infrastructure
- Evaluated marketing plans, website design and content for engageSimply, a social commerce company
- Through Ravello, sell cloud computing services for Cloud Sigma, a Zurich based IaaS provider

### **Corporate Vice President, Manager Due Diligence, Pension Investment Officer, New York Life Insurance, 2005-2011**

- Oversaw investment manager research for variable product platform. Managed platform that grew to \$20 billion in assets under management and 108 funds. Funds on platform included fixed income and equity; global, international and domestic; sector funds and alternatives
- Supervised analyst staff. Interviewed, hired and trained them for their positions. Planned and delegated job responsibilities. Evaluated assignments; provided periodic performance reviews and handled all other personnel matters
- Assisted sales team with large clients. Subject matter expert on investments for variable products
- Created entire fund evaluation process from scratch. Developed the due diligence questionnaire, researched and selected the quantitative analytics, created basic fund report and all investment commentaries, created fund scoring model
- Provided risk assessment of mutual funds and platforms from quantitative and qualitative perspective. Utilized MPT statistics to decompose and compare sources of risk, performance and attribution amongst funds. Qualitatively assessed business and operational risks of the advisor
- Directed all investment oriented tasks for firm's internal defined benefit, defined contribution and VEBA plans, with approximately \$5 billion in assets. As point person I organized meetings, orchestrated information flow, and liaised with three internal departments, external service providers as well as pension trustees
- Led effort to transition DC plan to include external investment managers. Conducted manager research and selection, performance monitoring, oversaw proxy voting, prepared memoranda, helped prepare financial statements, and other tasks

### **Director, Equity Investments, Guardian Life Mutual Funds, 2002-2004**

- Sector portfolio manager for financial services stocks for the Guardian Park Avenue mutual funds
- Responsible for large, mid and small capitalization portfolios. Determined stock selection, sub-sector weightings, and overall sector weightings. Funds had a core investment philosophy
- Total assets under management were roughly \$5 billion. Financial services sector represented more than 20% of that total

### **Assistant Vice President, Research, Smith Barney Asset Management, 2000-2002**

- Senior research analyst for financial services stocks



- Researched and recommended stocks for purchase by the various portfolios from the following industries: banks, non-life insurance, specialty finance, government sponsored enterprises, thrifts, brokerage, bond insurers and mortgage insurers
- Member of the large capitalization investment committee, which determined core holdings for the Private Portfolio Group

#### **PRIOR PROFESSIONAL EXPERIENCE**

- Equity Industry Analyst, Merrill Lynch, 1996-2000

◆ CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a business and finance professional with over 5 years of experience in data analysis and financial modeling. He is a driven individual with a unique background in investment banking, management consulting and software solution development.</p> <p>Currently, ██████████ works as a Financial Analyst with the City of New Orleans where he assists with the systems development and financial management of their \$2 billion recovery program, which includes numerous funding sources from federal and state agencies. In addition, ██████████ helps manage the a \$200 million Revolving Credit Account, one of the City of New Orleans' primary funding sources for FEMA projects.</p> <p>In addition to his work with Hagerty, ██████████ manages an angel fund that invests in management software solution companies.</p> <p>Prior to his work with Hagerty, ██████████ served as an Equity Research Analyst at Johnson Rice &amp; Co., LLC Investment Services. There, he performed data analysis and financial modeling services, published research and maintained financial models on nearly 50 equity securities across the energy space. Along with a team of three other analysts, he increased Oil Service trading commissions/revenues to highest level since the 2008 market crash.</p>	<ul style="list-style-type: none"> <li>◆ Over 5 years of data analysis and financial modeling</li> <li>◆ Extensive experience in database and systems development, Public Assistance policies and procedures, and sub-grantee processing of grant documents</li> <li>◆ Developed a system to sync Louisiana's Grantee Information Management System data with FEMA NEMIS data and the City of New Orleans' accounting databases</li> <li>◆ Managed the reporting arm of hundreds of Project Worksheets and corresponding reimbursement across multiple funding sources</li> <li>◆ Helped oversee a \$200 million fund from the state of Louisiana used as a recovery cash source by the City of New Orleans</li> </ul>
EDUCATION	◆ Bachelor of Science, Economics, Duke University



## RELEVANT WORK EXPERIENCE

### Financial Analyst, Hagerty Consulting, Inc., 2010 –Present

- Devised funding strategies for capital projects in the City of New Orleans Recovery Program
- Produced cash flow models and expenditure reports and re-engineered/ managed business processes
- Designed and maintained a web-based database containing capital project financial data
- Mapped business processes, recommended and implemented process improvements
- Identified key performance indicators and designed suites of reports for a variety of clients. Additionally, gathered requirements, wrote technical specifications, created and implemented applications, and developed training manuals and workshops

### Founding Partner, BE Capital, 2010- Present

- Partner in an technology focused investment company that provides advisory and merchant banking services to software developers
- Sourced, evaluated and developed deals across a variety of sectors to provide capital to local entrepreneurs. Provided due diligence for potential M&A activity, devised funding strategies and produced ROI models
- Raised and invested over \$450,000 over the last 18 month with an additional \$300,000 to close by 1Q13.
- Provided advisory services to portfolio companies on a variety of business needs. Developed financial forecast models and business plans to help clients predict revenue streams and future capital needs, created investor presentation materials on company valuations, barriers to entry and potential returns on investment, implemented systems of accountability for employee payment and bookkeeping, reviewed past financial activity for future audits and tax filings, and worked with lawyers, accountants and real estate professionals to support the growth and mitigate potential business risks

### Equity Research Analyst, Johnson Rice & Co., LLC Investment Securities, 2008-2011

- Performed data analysis and financial modeling for a top ranked energy-focused investment bank
- Published research and maintained financial models on nearly 50 equity securities for the Exploration/Production and Oil Service industries to aid institutional clients in making well informed investment decisions. Helped increase Oil Service trading commissions/revenues to highest level since the 2008 market crash
- Developed relationships with corporate management teams regarding company specific activity to better advise institutional clients on their respective equity holdings
- Conducted ad hoc research on industry specific and macro trends across the energy and financial space

## PRIOR PROFESSIONAL EXPERIENCE

UBS AG Investment Bank/ Financial Services

## SPECIALIZED TRAINING

FINRA Series 7 (General Securities Representative), Series 86, Series 87 (Research Analyst)



<span style="font-size: 1.2em;">◆</span> CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">██████████</span> has 8 years of professional experience in finances and accounting.           </p> <p> <span style="background-color: black; color: black;">██████████</span> has performed audit, tax, and accounting services within the financial services industry, specializing in investment partnerships ranging from master-feeder funds, fund of funds and private equity funds.           </p> <p>             He has reviewed, planned and performed substantive and analytical audit work on all areas including cash, investment valuation, dividends and interest, partners' capital allocations and fee calculations. In addition, he has reviewed deal documents, investee financial statements, and front office valuation memorandums to obtain comfort on the valuation around private equity and debt investments.           </p> <p> <span style="background-color: black; color: black;">██████████</span> has the experience and knowledge necessary to successfully manage all tasks required in audit engagements from planning, budgeting, billing, confirmation process, analytical/substantive testing, preparing trial balance and adjusting journal entries, and preparing and reviewing financial statements as well as required disclosures.           </p> <p> <span style="background-color: black; color: black;">██████████</span> is comfortable communicating with clients and is able to convey difficult concepts in an easily-understandable way. He has guided clients through challenging accounting matters and new pronouncements by way of proper financial statement presentations and disclosures. He has established and maintained relationships with client management and administrators of investment partnerships.           </p> <p>             Internally, <span style="background-color: black; color: black;">██████████</span> has trained and supervised professional staff, managing multiple engagement teams concurrently. He has also communicated through educational CPE seminars, where he instructed others on multiple financial topics.           </p> <p>             Technically, <span style="background-color: black; color: black;">██████████</span> is highly experienced with Microsoft Excel, including v-lookups and pivot tables, Microsoft Word, Microsoft Access, Microsoft Dynamics CRM, Bloomberg, Aura, MyClient, Lotus Notes, CCH ProSystem fx Engagement, GoSystems Audit, GoSystems Tax, and PPC Engagement Manager.           </p>	<ul style="list-style-type: none"> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Performed and reviewed Group Reporting requirements for an international foreign exchange specialist             </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Applied PwC audit methodology on fair value measurements (ASC 820), including pension assets and long-term debt             </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Researched, monitored and assisted in advising clients on technical accounting pronouncements such as ASC 820, ASC 815, and ASC 740             </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Product exposure included: stocks, bonds, options, futures, forwards, swaps, and private investments             </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Performed risk-based audit testing including risk assessment, evaluation of internal control structure and process documentation             </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Completed tax accounting services, including review of all applicable tax adjustments and book to tax reconciliation, prepared K-1 schedules, federal, state and city partnership tax returns             </li> </ul>
EDUCATION	<span style="color: #e91e63; font-size: 1.2em;">◆</span> BS Degree in Accounting, 2004, Lehigh University



## RELEVANT WORK EXPERIENCE

### **PricewaterhouseCoopers, LLP, Senior Associate, 2012**

- Provided assistance to the assurance practice during critical times of need
- Performed and reviewed Group Reporting requirements for an international foreign exchange specialist
- Gained assurance exposure within the government contracting industry
- Applied PwC audit methodology on fair value measurements (ASC 820), including pension assets and long-term debt

### **Rothstein, Kass & Company, Supervising Senior, 2004-2011**

- Performed audit, tax and accounting services within the financial services industry, specializing in investment partnerships ranging from master-feeder funds, fund of funds and private equity funds
- Reviewed, planned and performed substantive and analytical audit work on all areas including cash, investment valuation, dividends and interest, partners' capital allocations and fee calculations
- Reviewed deal documents, investee financial statements, and front office valuation memorandums to obtain comfort on the valuation around private equity and debt investments
- Comprehensive industry exposure to complex fund structures and trading strategies
- Researched, monitored and assisted in advising clients on technical accounting pronouncements such as ASC 820, ASC 815, and ASC 740
- Managed all tasks required in audit engagements from planning, budgeting, billing, confirmation process, analytical/substantive testing, preparing trial balance and adjusting journal entries, and preparing and reviewing financial statements as well as required disclosures
- Product exposure included: stocks, bonds, options, futures, forwards, swaps, and private investments
- Completed tax accounting services, including review of all applicable tax adjustments and book to tax reconciliation, prepared K-1 schedules, federal, state and city partnership tax returns
- Performed risk-based audit testing including risk assessment, evaluation of internal control structure and process documentation
- Analyzed and developed audit procedures based on financial statement risk, regulatory requirements and client expectations
- Researched challenging accounting matters and new pronouncements to guide clients through proper financial statement presentation and disclosures
- Trained and supervised professional staff, managing multiple engagement teams concurrently
- Researched and instructed CPE seminars which included topics ranging from regulatory matters to introduction to fund of funds and master-feeder hedge funds
- Established and maintained relationships with client management and administrators of investment partnerships



◆ CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ has more than 20 years of progressive experience in financial roles in the academic nonprofit sector. He has demonstrated exceptional proficiency in the areas of financial management, reporting, and compliance.</p> <p>██████████ is comfortable communicating internally and externally; he has interfaced with all organizational levels and outside agencies in order to accomplishing goals. This includes outside auditors, medical center personnel, and government agencies.</p> <p>██████████ has experience in adhering to proper compliance with federal standards and regulations for multiple projects, including working in preparing the Financial Status Reports (FSR) for grants awarded to scientific investigators by federal agencies and foundations. He has also ensured compliance with budgetary policies of various government agencies as well as the policies of private foundations.</p> <p>██████████ has the skills and experience necessary to produce annual schedules, financial statements, budget variance reports and departmental deficit reports, annual fiscal operating budgets and to file quarterly FCTR reports.</p> <p>██████████ is comfortable as a leader, an active member of a team, and working independently. He has experience in supervising others and reviewing work, participating as research support with other faculty members, and conducting independent analysis and report preparation.</p>	<ul style="list-style-type: none"> <li>◆ Coordinated the preparation of the annual fiscal operating budgets for various medical school departments</li> <li>◆ Facilitated compliance to A-133 audit regulatory requirements for administration of federal awards</li> <li>◆ Prepared the monthly financial statement deliverables for grant and contract revenue and expenditure activity budget variances, and other comparisons for presentation to directors and the controller</li> <li>◆ Prepared budget variance reports and departmental deficit reports for follow up with faculty, administrators and chairpersons</li> </ul>
<b>EDUCATION</b>	◆ BBA in Accounting, 1976, CUNY– Baruch College



## **RELEVANT WORK EXPERIENCE**

### **Assistant Manager, NYU Medical Center, 2000-2012**

- Facilitated compliance to A-133 audit regulatory requirements for administration of federal awards
- Prepared the annual schedule of expenditures on federal awards(SEFA) for NYU School of Medicine
- Communicated with outside auditors and coordinated the flow of documentation to them
- Prepared the monthly financial statement deliverables for grant and contract revenue and expenditure activity budget variances, and other comparisons for presentation to directors and the controller
- Maintained Letter of Credit receivables by monthly analyses of cash drawdowns and expenditure activity
- Prepared and filed quarterly FCTR reports to cognizant federal agencies reflecting grant expenditure activity and cash transactions
- Reviewed financial data on People Soft system to ensure accuracy of financial statements and timely processing of JV entries for the monthly close
- Executed closeout administration of federal contracts requiring interaction with all of the representative parties to finalize the relevant documents in compliance with federal regulations

### **Senior Financial Analyst, NYU Medical Center, 1997-2000**

- Supervised the activity and reviewed the work performance of the financial analysts
- Supported faculty research investigators in all aspects of the financial post award administration of their grants and contracts
- Prepared budget variance reports and departmental deficit reports for follow up with faculty, administrators and chairpersons
- Coordinated the preparation of the annual fiscal operating budgets for various medical school departments
- Reviewed and approved cost transfers and journals prepared by financial analysts

### **Financial Analyst, NYU Medical Center, 1990-1997**

- Prepared the Financial Status Reports(FSR) for grants awarded to scientific investigators by federal agencies and foundations
- Ensured compliance with budgetary policies of various government agencies and private foundations
- Provided scientific investigators with monthly financial projections of their grant and contract project balances
- Interfaced with medical center personnel in the departments of Finance, Human Resources, Payroll, Accounts Payable, Grants Administration and the Dean's Office on an ongoing basis in performance of my responsibilities

## **PRIOR PROFESSIONAL EXPERIENCE**

- Staff Accountant, NYU Medical Center, 1988-1990

◆ CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a results-driven consulting professional with over five years of experience with public assistance, hazard mitigation, individual assistance, and case management.</p> <p>██████████ successfully acquired and managed over \$100,000,000 in funding for Louisiana Cities and non-profit organizations in Community Development, Economic Development, Transportation, and Industrial Development programs. She has progressive experience in local government planning, emergency planning, community development, travel, business development, and economic development activities.</p> <p>██████████ previously served as HMGP Grants Specialist for the Department of Homeland Security at FEMA-DAE where she performed complete Benefit Cost Analysis for this project, program analysis, and determined project engineering feasibility and eligibility evaluations. She also identified environmental and/or historic preservation review, as well as provided technical assistance to State officials, project applicant and sub-grantees with regards to the HMGP process.</p> <p>██████████ also served as Hazard Mitigation Specialist for the DHS in Albany, New York by researching, drafting and updating State Mitigation plans while providing federal level technical assistance and review of local hazard mitigation plans. She supported Federal and State Emergency Coordination Centers in response to disasters.</p> <p>As a PA Project Specialist, ██████████ worked with disaster-impacted clients and other professional emergency management staff to review payment requests for eligibility and calculations, prepare grant payments and funding approval spreadsheets, identify required funding approval documents, verify and follow-up as appropriate that all contract funding conditions are met. She prepared applicant files for closure and initiated grant closure procedures.</p> <p>██████████ holds as PhD in Public Policy &amp; Emergency Management from Walden University, as well as Bachelor and Master of Science degrees in Criminal Justice from Southern University A&amp;M.</p>	<ul style="list-style-type: none"> <li>◆ Project Worksheet Specialist</li> <li>◆ Identification and tracking of environmental, mitigation and insurance grant funding conditions</li> <li>◆ Project Closing Procedures</li> <li>◆ Funding review, approval and adjustments</li> <li>◆ HMGP Grants Specialist</li> <li>◆ Proficient in Hazard Mitigation Plans</li> <li>◆ Disaster Response Specialist</li> <li>◆ Post-disaster applicant assistance</li> <li>◆ Ample experience with HUD policies</li> <li>◆ Outstanding prioritization skills</li> <li>◆ Team building capabilities</li> <li>◆ Emergency Evacuation Specialist</li> <li>◆ Numerous FEMA Certifications</li> <li>◆ Provide technical assistance to State officials, project applicants and sub-grantees regarding the HMGP process</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ PhD in Public Policy &amp; Emergency Management, Currently, Walden University, Florida</li> <li>◆ MS in Criminal Justice, 2009, Southern University A&amp;M College, Louisiana</li> <li>◆ Public Administration – 30 hours, 2009, Southern University A&amp;M College, Louisiana</li> <li>◆ Bachelor’s Degree in Criminal Justice, 2007, Southern University A&amp;M College, Louisiana</li> </ul>



## RELEVANT WORK EXPERIENCE

### **HMGP Grants Specialist, Department of Homeland Security FEMA - DAE, 2011-Present**

- Compile data for program analysis
- Compute the amount of benefits a project produces
- Determine project engineering feasibility
- Complete Benefit Cost Analysis for HMGP grants
- Manage and determine program eligibility of HMGP projects
- Respond to inquiries from awardees concerning the allowance of expenditures and budget items
- Make site visits to institutions representing DHS/FEMA
- Meet with HMGP applicants and sub-grantees to address and resolve project issues
- Provide technical assistance to State officials, project applicants and sub-grantees regarding the HMGP process
- Identify projects that may require environmental and/or historic preservation review, and expedite reviews to facilitate rapid project determinations

### **Hazard Mitigation Planner, Department of Homeland Security and Emergency Management, 2011-2011**

- Research, draft, update, and edit State Mitigation plans
- Provide federal level technical assistance and review of local hazard mitigation plans
- Provide mitigation outreach, training and education to agencies, communities and citizens
- Provide program management of sub-grants under the State's Pre-Disaster Mitigation Grant, Hazard Mitigation Grant program, and other mitigation grant programs
- Supports Federal and State Emergency Coordination Centers in response to Disaster

### **Public Assistance Project Specialist, Department of Homeland Security and Emergency Management, 2011-2011**

- Works with disaster-impacted clients and other professional emergency management staff with responsibility to review payment requests for eligibility and calculations, prepare grant payments and funding approval spreadsheets, identify required funding approval documents, verify and follow-up as appropriate that all contract funding conditions are met
- Reviewed funding approvals and drafted initial responses to applicants on funding approvals and adjustments
- Verified and validated all documentation required for receipt of Public Assistance grant funds that was received from applicants
- Prepared applicant files for closure when all projects are complete
- Initiated applicant grant closure procedures
- Reviewed worksheets for eligibility and calculation accuracy, tracked and processed invoice voucher payments, to and refunds from program applicants



- Identified and tracked environmental, mitigation, and insurance grant conditions of funding in grant documents

**Hazard Mitigation Program Analyst, Shaw Hazard Mitigation Grant Program, 2011**

- Led a team of 7 Mitigation Analysts
- Managed 800+ homeowner files
- Exercised independent judgment in the coordination and the advice given to grant applicants
- Gathered and reviewed the required documentation from homeowners
- Submitted applications for review and approval by (FEMA)
- Ensured work was performed within the established guidelines
- Expended and accounted for funds in accordance with federal and state requirement
- Reviewed and prepared payment packages totaling over \$2,000,00

**Disaster Housing Assistance Program Coordinator, East Baton Rouge Parish Housing Authority (HUD-Program), 2007-2009**

- Managed participation and program compliance requirements for a 300 + person caseload
- Conducted base-line Needs Assessments and Re-assessments according to HUD recommendations/policies reporting data into Efforts to Outcome system
- Maintained document requirements through mandatory Family Case File system for each person in case load ensuring preparedness to pass random internal/external audit checks
- Worked with case load participants to establish an Individual Development Plan according to HUD recommendations/policies to facilitate participant toward self- sufficiency as defined by HUD-FEMA guidelines
- Provided social service referrals relative to needs as marked on Needs Assessment/Re-assessment data
- Performed income verification and eligibility audit checks to ensure accurate rental voucher benefit allocation
- Gathered psychosocial data to provide emotional support and to motivate participant towards Individual Development Goals and life skills achievement
- Linked participants with Catholic Charities and other employment/job skill resources to achieve monthly income sufficiency
- Conducted Home Visits and Agency Site visits to ensure program compliance and/or case closure process as determined

**Confidential Information**

**Consultant**

**KEY SKILLS**

**4 Years Operations Management**

**4 Years Universal Service Fund Experience**

**Performance Management**

**Technological Interface**

**Customer Service**

**Confidential Information**

**EXPERIENCE**

**Solix, Inc.**

**Manager – Scanning Group**

Manage temporary and permanent staff for the document preparation, electronic imaging, and data entry of customer documentation in a timely and accurate manner. Specific responsibilities include:

- Ensure the successful scanning of approximately 5 million images yearly, frequently with periods of very high volumes
- Analyze and modify scanning group work processes as appropriate to improve production and efficiency
- Confirm that all scanning systems are operational daily
- Modify hardware, software or database configurations to meet the specific requirements of each program
- Serve as a primary point of contact and interface with external hardware and software imaging vendors that support the Solix scanning solution

**Solix, Inc.**

**Manager – Confidential Operations and Reporting**

- Directed Solix's team in the accurate and efficient review of the 200,000 forms received monthly for the Confidential Program, as authorized by the Confidential Information
- Ensured compliance with program rules and guidelines for this telephone discount program for low-income households
- Managed program subcontractors, monitoring performance, communicating expectations, and resolving issues
- Championed opportunities to improve the Program and increase customer satisfaction
- Developed data analyses for the Confidential telecommunications carriers, and Solix management

**Solix Inc.**

**Auditor – Schools & Libraries Program Integrity Assurance**

- Reviewed for compliance, the forms submitted by schools and libraries requesting federal program funding
- Communicated with applicants to ensure common understanding of the request and funding decision

**RELATED EXPERIENCE**

- Account Coordinator, Alphagraphics
- Technical Support and Maintenance, Lois Schneider Realtors
- Marketing Intern, MBNA Corp

**EDUCATION**

- BA General Economics, Providence College

◆ CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">██████████</span> served as a Communications Specialist in PA Program-Communications in the Louisiana Recovery Office in New Orleans, LA from November 2010 through March 2011. Mr. Petersen was tasked to ESF 6 (Mass Care) at the Little Rock Region VI New Madrid Seismic Zone Workshop in April 2010. His duties included capturing information pertinent to the Mass Care aspect of planning for the New Madrid Zone. Prior to that, he was Project Manager for the Gap Analysis Program at FEMA Headquarters from November '09 to January 2010. After attending FEMA University Public Assistance (PA) training in the Washington, DC area in September 2008, he was immediately deployed to Florida to assist with the aftermath of Tropical Storm Fay, where he worked as a Project Specialist until March 2009.         </p> <p>           Prior to joining Hagerty Consulting, <span style="background-color: black; color: black;">██████████</span> had diverse experience in law, public service, and business. When not deployed, he works for the Red Cross, where he currently serves in the Service to Armed Forces section. In this capacity he conducts pre-deployment briefs, staffs resource fairs and serves as Military Liaison to the Veterans community in San Diego. Prior to this he was Disaster Action Team Officer/Program Manager for the San Diego/Imperial Chapter. He has been an Instructor and coordinated the Red Cross Memorandum of Understanding and Shelter Agreement Project with local public entities. He helped reestablish the Red Cross at the San Diego Naval Medical Center and served as a member of the Disaster Action Team.         </p> <p> <span style="background-color: black; color: black;">██████████</span> served as a consultant to the San Diego County Registrar of Voters where he provided technical support and training to poll workers. As an attorney in private practice for many years, <span style="background-color: black; color: black;">██████████</span> was involved in all phases of civil litigation including research, writing, discovery, negotiation and trial work, including defense of municipal entities. He developed his business and finance skills as an Export Trade Coordinator and the Distribution / Transportation Coordinator for the Price Company.         </p>	<ul style="list-style-type: none"> <li>◆ Communications Specialist at New Orleans (Algiers) LRO for Katrina/Rita and Gustav/Ike</li> <li>◆ Project Manager GAP Program FEMA HQ</li> <li>◆ New Madrid Seismic Zone Workshop, Little Rock</li> <li>◆ Project Specialist Tropical Storm Fay in Florida</li> <li>◆ Red Cross Service to Armed Forces Military Liaison</li> <li>◆ San Diego/Imperial Chapter Red Cross DAT Officer Program Manager</li> <li>◆ Shelter Lead for Mexicali Earthquake Relief in El Centro</li> <li>◆ Instructor for Red Cross and Coordinator for Shelter Agreement Project</li> <li>◆ Re-established Red Cross at SDNMC, Balboa.</li> <li>◆ Served as an attorney in all phases of civil litigation</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ MA Public Policy Studies, University of Chicago, 2005</li> <li>◆ JD, McGeorge School of Law, University of the Pacific, 1981</li> <li>◆ BA Political Science, University of California Berkeley, 1978</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Public Assistance Consultant, Hagerty Consulting, Inc., Sep 2008 - Present**

- Communications Specialist at New Orleans (Algiers) LRO - prepared correspondence regarding recovery projects for Katrina/Rita and Gustav/Ike projects.
- Project Manager GAP Program FEMA HQ - GAP program focused on services and material levels necessary for local and state entities to respond to disasters
- New Madrid Seismic Zone Workshop, Little Rock - Workshop focused on long term planning for disaster response in New Madrid Seismic Zone.
- Project Specialist after Tropical Storm Fay in Florida - provided PA assistance to local public entities, including Cities of Tampa and St. Petersburg.

### **Military Liaison, DAT Officer/Program Manager, San Diego American Red Cross, 2007 – present**

- Military Liaison, Service to Armed Forces
- DAT Officer/Program Manager, Instructor
- Coordinator, Red Cross Memorandum of Understanding and Shelter Agreement Project.
- Re-established Red Cross Office at San Diego Naval Medical Center, Balboa Hospital.
- Recipient of 2008 Spirit of Volunteerism Award.
- Member of Disaster Action Team including Disaster Response and Disaster Assessment.

## **PRIOR PROFESSIONAL EXPERIENCE**

- Consultant, San Diego County Registrar of Voters, 2003 - 2005
- Attorney, private practice and private firms, 1981-1993, 2001



Confidential Information

## Consultant

### KEY SKILLS

5 Years Management Experience

Procedure and Process Design

Project Management

Vendor Management

Data Analysis

Confidential Information

### EXPERIENCE

Solix, Inc.

#### Manager – Broadband Initiatives

Responsible for multiple components of Solix's Broadband Initiatives to ensure application reviews are completed accurately and to communicate with all stakeholders during program launch for new customers. Specific responsibilities include:

- Function as an intermediary maintaining effective and supportive communication between non-profit organizations, Internet Service Providers, and PC vendors
- Manage a team of application reviewers ensuring procedural processes and steps are followed and provide training and coaching when required
- Collaborate with the Solix Project Management Team when required, setting up and documenting process requirement and changes for Solix Broadband customers related to new program launches
- Ensure all deliverables, contractual obligations, and requirements are met by coordinating and managing multiple work efforts to deliver IVR, Call Center, customer support, and eligibility services

Solix, Inc.

#### Manager – Scanning Group

- Lead and coach a staff of up to 20 in the successful scanning and processing of 5 ½ million pages documentation.
- Manage commercial and state programs that require document preparation, imaging, quality control, and data entry
- Create and control procedures for preparation, imaging, quality, and data entry of scanning group customers
- Develop and run reports through SQL Server that provide real time data for production, invoicing, and reconciliation
- Interface and collaborate with the Solix Business Development Unit on potential new Solix business
- Serve as the primary point of contact and interface with external hardware and software vendors and the Solix IT department to ensure operational readiness of all systems to meet program specific requirements

#### Previously Held Positions

- Reviewer – Solix Inc.
- Co-Manager – Great Atlantic & Pacific Tea Co, Montvale, NJ

### EDUCATION

- Mini-MBA Program, Solix via Rutgers
- BS Business Management, Ramapo College of New Jersey

### COMPUTER SOFTWARE

- Microsoft, SQL Server 2008, Office - Word, Excel, PowerPoint, Access, Outlook,
- SuperSked (Labor forecasting) and T/A (Scheduling)

<span style="font-size: 1.2em;">◆</span> CONSULTANT	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">██████████</span> has served in a variety of operational and advisory roles for clients for over seven years. As a management consultant, he has provided strategic planning, process improvement, quality control and change management expertise to various FEMA branches and programs.         </p> <p>           Since 2005, <span style="background-color: black; color: black;">██████████</span> has worked with FEMA assisting with recovery operations associated with Hurricanes Katrina and Rita, the 2006 Texas wildfires, and the Mississippi Alternative Housing Project. He has hands-on experience with FEMA’s Individual Assistance (IA) program and was instrumental in helping reengineer and streamline processes, organizational structures, and systems to more efficiently manage FEMA’s direct housing operations. <span style="background-color: black; color: black;">██████████</span> identified functional specifications for the Work-in-Progress (WIP) database, designed and delivered training to users of the Federal Response and Recovery Automated Tracking System (FRRATS), and designed database modules used by Louisiana Transitional Recovery Office (LA TRO) IA staff.         </p> <p> <span style="background-color: black; color: black;">██████████</span> conducted IA data verification, reconciliation and develops statistical analysis for reports distributed to the LA TRO Section Chief, Gulf Coast Recovery Office, and FEMA Headquarters including the Louisiana IA Global report, the IA Section Chief Brief, the IA Strategic Indicators, and the GCRO Deactivation Breakdown. <span style="background-color: black; color: black;">██████████</span> </p> <p> <span style="background-color: black; color: black;">██████████</span> provides budget forecasts, inventory oversight, and operational forecasts for the Mississippi Alternative Housing Program (MAHP). <span style="background-color: black; color: black;">██████████</span> developed the MAHP senior level and external reports distributed to FEMA Headquarters and MEMA Headquarters.         </p> <p> <span style="background-color: black; color: black;">██████████</span> focuses on providing his clients with the resources, tools, and training needed to deliver outstanding results. He has demonstrated expertise leading complex, multidisciplinary project teams operating across multiple environments during his tenure as a manager at various private corporations. <span style="background-color: black; color: black;">██████████</span> thrives in dynamically challenging environments with competing deadlines requiring focused decision-making.         </p>	<ul style="list-style-type: none"> <li> <span style="color: #e91e63;">◆</span> Analytical expertise in both FEMA Individual Assistance and Public Assistance programs           </li> <li> <span style="color: #e91e63;">◆</span> Developed functional specifications for FRRATS, WIP, and AHMS databases           </li> <li> <span style="color: #e91e63;">◆</span> Created the MAHP Housing Choice Voucher (HCV) database, trained staff on data entry, coordinated data submission, managed quality control functions, and managed MAHP HCV reporting           </li> <li> <span style="color: #e91e63;">◆</span> Conducts data verification, reconciliation, and statistical analysis           </li> <li> <span style="color: #e91e63;">◆</span> Prepares reports and presentations for LATRO, GCRO, MEMA HQ, and FEMA HQ           </li> <li> <span style="color: #e91e63;">◆</span> Created LA IA Lease Termination Standard Operation Procedures           </li> <li> <span style="color: #e91e63;">◆</span> Completed IS 100, 200, 700, and 800 training.           </li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li> <span style="color: #e91e63;">◆</span> Master of Business Administration, 2003, University of South Alabama           </li> <li> <span style="color: #e91e63;">◆</span> Bachelor of Business Administration, Marketing, 2000, University of South Alabama           </li> </ul>



## RELEVANT WORK EXPERIENCE

### **Management Consultant, Hagerty Consulting, Inc., 2005-Present**

- Provides professional services in the areas of emergency management to Hagerty Consulting and its clients
- Work includes: project management, financial management, public assistance support, data analysis, reporting, strategic planning, facilitation, etc.

### **Program Analyst, Mississippi Alternative Housing Program (MAHP), MEMA, 2009-Present**

- Created logic, assisted in SQL script writing, and created reporting templates to allow the Alternative Housing Management System (AHMS) to record and report timeline metrics
- Provided analytical training to MAHP staff to identify process bottlenecks and resolve impediments
- Manages AHMS reporting audits and quality control functions
- Created and maintains programmatic forecasts related to unit installations and construction capacity for planning purposes
- Created the MAHP Housing Choice Voucher (HCV) database, trained staff on data entry, coordinated data submission, managed quality control functions, and managed MAHP HCV reporting
- Serves as a liaison between the MAHP and FEMA's IA department. These duties include coordinated efforts to identify FEMA applicants that are participating in the MAHP and provide FEMA with detailed applicant status updates
- Created timelines, process maps, and training materials and visual aids for the implementation of the MAHP Timeline Guidance
- Created comprehensive MAHP graphics and corresponding reports in response to MEMA External Affairs requests. Created burn rate and budget forecast templates and provides operational and financial updates

### **Program Analyst, Individual Assistance Support and Planning, FEMA, 2006- 2009**

- Initiated process engineering including the creation of a SOP and process maps, and the design and implementation of a tracking data base for the Lease Termination Department
- Created and implemented the FEMA sanctioned Lease Termination training guide for use by over 300 FEMA field staff
- Created the initial policy guide for FEMA's Louisiana Temporary Housing Unit Donation program
- Created and managed senior staff production reports including: Section Chief daily and weekly briefings and the Louisiana Individual Assistance Global Report for FEMA headquarters
- Prepared high level briefing material for meetings with elected officials, program summits, and visiting dignitaries
- Advised Individual Assistance Senior Management on change management and transfer of authority to CORE employees



- Monitored project budget variances and modified schedules to achieve project deadline and budget forecast
- Compiled and reviewed monthly progress reports to be submitted to the Contracting Officer's Technical Representative for review

#### **State Lead, Community Disaster Loan Program, FEMA, 2006-2006**

- Monitored employee authorized workload to achieve budget forecast. Monitored variances and modified schedules to achieve project deadline and budget forecast
- Responsible for the financial audits of 32 municipalities
- Responsible for compiling and performing financial reviews of disaster-related documentation for the purpose of developing Federal Community Disaster Loans
- In the context of the Stafford Act and other governing regulations, analyzed and made recommendations on over \$7 million of emergency-work claims from various municipalities
- Mentored new Community Disaster Loan Analysts on the process of developing and reviewing documentation for the purpose of developing Federal Community Disaster Loans

#### **Project Officer, Texas Wildfires, FEMA, 2006-2006**

- Took the initiative to establish an interactive user-friendly database so that other FEMA Public Assistance (PA) staff could query and compile indices and trends in the performance of financial reviews of disaster-related estimates for the delivery of PA grants
- Demonstrated expert knowledge of the Stafford Act that was gained from both formal classroom and on-the-job training. Successfully applied this knowledge when formulating recommendations ranging from \$500,000 to more than \$8 million of emergency work claims from various municipalities across the State of Texas
- Received special recognition from the Public Assistance Coordinator for coaching and mentoring new Project Specialists and Project Officers on the process of developing and reviewing documentation for the purposes of developing PA grants

#### **Program Analyst, Joint Housing Solutions Center (JHSC), FEMA, 2005-2006**

- Built upon expert knowledge of the Stafford Act by working with a diverse group of process owners to develop a database for the Emergency Support Function (ESF) 14's (Long Term Recovery) Parish Impact Analysis. As a result, this enhanced productivity by reducing the previous time to conduct a Parish analysis of Katrina's economic and demographic impact from one month to one week
- Created ESF 14's population estimates and six month outlook using straight line trending and accounting for housing and labor variables

#### **PRIOR PROFESSIONAL EXPERIENCE**

- Sales Team Manager, Sears Parts Direct, Mobile, Alabama, 2004-2005
- Comptroller, Anders, Boyett, and Brady PC, Mobile, Alabama, 2002 -2003

<span style="background-color: black; color: black;">[REDACTED]</span> ◆ ASSOCIATE	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p><span style="background-color: black; color: black;">[REDACTED]</span> has 5 years of experience working in emergency situations. He has the capability to remain calm and poised under high-pressure situations including providing medical care to critically ill or severely injured patients.</p> <p>In addition to his ambulance services, <span style="background-color: black; color: black;">[REDACTED]</span> has experience editing and updating various hospital emergency plans, assisting in determining strategy for making plans operational, and drafting the Shelter in Place plan for the Medical Center.</p> <p>He has also utilized his expertise to develop content included in a pocket guide for hospital management for use in emergency response.</p> <p>Notably, while working at NYU Langone Medical Center, <span style="background-color: black; color: black;">[REDACTED]</span> has learned about various federal and state level emergency management regulations and requirements.</p> <p><span style="background-color: black; color: black;">[REDACTED]</span> is a strong frontrunner who has served in multiple leadership positions. As lieutenant of Glen Cove Volunteer Emergency Medical Service, <span style="background-color: black; color: black;">[REDACTED]</span> has overseen 15 members of the agency in order to ensure that they meet their monthly shift and meeting requirements. He also carried out the responsibility of overseeing and coordinating ambulance driver training.</p> <p><span style="background-color: black; color: black;">[REDACTED]</span> is also comfortable as a productive member of a team or working independently on projects. He values input from others and considers input to complete a job in the most efficient way.</p> <p><span style="background-color: black; color: black;">[REDACTED]</span> is a quick learner who can pick up tasks and skills quickly.</p>	<ul style="list-style-type: none"> <li>◆ Provided first aid for 400 campers and 60 staff of the YMCA at Glen Cove Summer Camp</li> <li>◆ Escorted students to their destinations across campus if they did not feel safe</li> <li>◆ Provided emergency medical care to the students and faculty of Binghamton University and the surrounding communities</li> <li>◆ Assisted the University Police with checking functionality of all emergency phones on campus</li> <li>◆ Assembled materials and developed new content for the Emergency Operations Center Playbook</li> <li>◆ FEMA Professional Development Series Certificate holder</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ B.A. in Anthropological Perspectives, 2012, State University of New York at Binghamton</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Intern, NYU Langone Medical Center, 2012-Present**

- Edited and updated various hospital emergency plans, assisted in determining strategy for making plans operational, and drafted the Shelter in Place plan for the Medical Center
- Assembled materials and developed new content for the Emergency Operations Center Playbook
- Developed content that will be included in a pocket guide for hospital management for use in emergency response
- Created templates and assisted in the creation and editing of incident management Job Action Sheets

### **AEMT-CC, Lieutenant, Glen Cove Volunteer Emergency Medical Service, 2008-Present**

- Provide emergency medical care in the City of Glen Cove and surrounding communities
- Oversee 15 members of the agency ensuring they meet their monthly shift and meeting requirements
- Oversee and coordinate ambulance driver training

### **AEMT-CC, Equipment Coordinator, Training Coordinator, Harpur's Ferry Ambulance, 2008-2012**

- Provided emergency medical care to the students and faculty of Binghamton University and the surrounding communities
- Organized and oversaw the continuing education and training of all 100 Harpur's Ferry members

### **Lighting Engineer, Binghamton Sound, Staging & lighting, 2008-2012**

- Provided performance lighting for performances on the Binghamton University campus
- Planned the logistical needs of the clients for the show in advance of the show or the day of the show

### **New York State University Police, Escort, 2010-2012**

- Assisted the University Police with checking functionality of all emergency phones on campus
- Escorted students to their destinations across campus if they did not feel safe

### **YMCA at Glen, EMT, 2010-2011**

- Provided first aid for 400 campers and 60 staff of the YMCA at Glen Cove Summer Camp

## **SPECIALIZED TRAINING**

- New York State EMT Critical Care
- American Heart Association Healthcare Provider CPR
- American Safety & Health Institute CPR & First Aid Instructor
- FEMA Professional Development Series Certificate (IS120, IS 230, IS 235, IS 240, IS 241, IS 242, IS 244)
- IS 100 - Intro to Incident Command System



- IS 100HCb –Intro to ICS for Healthcare
- IS 139 – Exercise Design
- IS 200 – ICS for Initial Action Incidents
- IS 200HCa –Applying ICS to Healthcare
- ICS 300 – ICS for Expanding Incidents
- ICS 400 –Advanced ICS for Command & General Staff
- IS 700 – NIMS An Introduction
- IS 800 –Intro to National Response Framework
- MGT 341 – Disaster Preparedness for Hospitals

<span style="font-size: 1.2em;">◆</span> ASSOCIATE	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">██████████</span> is an analyst with exceptional research and financial skill.           </p> <p>             As an education section intern with the United Nations Children Fund, Saphonia Foster conducted extensive research, monitored policy progress, and studied the impact of education policy that extended throughout 23 nations.           </p> <p>             At Vale Columbia Center on Sustainable International Investment, <span style="background-color: black; color: black;">██████████</span> produced research on financial transparency that was used by the SEC to establish rules regarding payment disclosures. She also constructed a research design to examine the impact of transparency on company performance.           </p> <p>             As a research associate for the National Academy of Public Administration, <span style="background-color: black; color: black;">██████████</span> proved excellent communication skills as she managed client relationships, budgets, and project task completion for 3 federal contracts, collectively valued at over \$3.3 million. Notably, <span style="background-color: black; color: black;">██████████</span> also led and created internal cost reduction measures and purchasing practice reforms, resulting in an estimation of a 40% savings.           </p> <p>             While working in the finance division of the FBI, <span style="background-color: black; color: black;">██████████</span> utilized positive and effective communication and her federal knowledge as she collaborated with federal stakeholders to create the human capital component of a Balanced Scorecard modeled system, a working capital fund manual, and a procurement process guide for FBI Executives to improve organizational effectiveness.           </p> <p> <span style="background-color: black; color: black;">██████████</span> was awarded as an associate of The Bill Gates Millennium Scholars Alumna, a prestigious award for low-income, community service-oriented minorities.           </p> <p> <span style="background-color: black; color: black;">██████████</span> is also an affiliate of NY Cares, International Rescue Committee, SIPA Students of Color, and SIPA Consulting Club as well as Sigma Kappa Sorority, Historian, Public Relations Committee, Philanthropy Team, and Alumna.           </p>	<ul style="list-style-type: none"> <li> <span style="color: #e91e63;">◆</span> Authored content for the World Bank/UNICEF School Fee Abolition Initiative website using computer programming           </li> <li> <span style="color: #e91e63;">◆</span> Completed a performance analysis and identified major issues to inform an optimization plan in acquisition administration for the FBI           </li> <li> <span style="color: #e91e63;">◆</span> Managed client relationships, budgets, and project task completion for 3 federal contracts, collectively valued at over \$3.3 million           </li> <li> <span style="color: #e91e63;">◆</span> Lobbied Congress with advocacy teams to support the UN Population Fund and the Millennium Development Goals           </li> <li> <span style="color: #e91e63;">◆</span> Designed the methodology for analyzing ONDCP's Strategy and compliance with statutory requirements from 1999-2008           </li> <li> <span style="color: #e91e63;">◆</span> Generated financial support for the Human Development Report Launch and the Somali Women's Scholarship Fund           </li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li> <span style="color: #e91e63;">◆</span> M.P.A. in Public Administration, 2011, Columbia University           </li> <li> <span style="color: #e91e63;">◆</span> M.P.P. in Public Policy, 2012, The Hertie School of Governance           </li> </ul>





## RELEVANT WORK EXPERIENCE

### **Independent Consultant, Hagerty Consulting, Inc., 2012-Present**

- Provides professional services in the areas of emergency management to Hagerty Consulting and its clients
- Work includes: project management, financial management, public assistance support, data analysis, reporting, strategic planning, facilitation, etc.

### **Education Section Intern, United Nations Children Fund (UNICEF), 2011**

- Conducted extensive research, monitored policy progress, and studied the impact of education policy in 23 nations
- Authored content for the World Bank/UNICEF School Fee Abolition Initiative website using computer programming

### **Associate, Vale Columbia Center on Sustainable International Investment, 2011**

- Produced research on financial transparency that was used by the SEC to establish rules regarding payment disclosures
- Constructed a statistical sample and research design to examine the impact of transparency on company performance

### **Research Associate, National Academy of Public Administration (NAPA), 2008-2010**

- Managed client relationships, budgets, and project task completion for 3 federal contracts, collectively valued at over \$3.3m
- Led and created internal cost reduction measures and purchasing practice reforms, resulting in an est. 40% savings

### **Finance Division, Federal Bureau of Investigation (FBI), 2008-2010**

- Collaborated with federal stakeholders to create the human capital component of a Balanced Scorecard modeled system, a working capital fund manual, and a procurement process guide for FBI Executives to improve organizational effectiveness
- Interviewed over 40 FBI staff to inform an as is, to be diagnostic used in a business process reengineering/mapping effort
- Completed a performance analysis and identified major issues to inform an optimization plan in acquisition administration
- Created an accounting dashboard that improved contract monitoring by reporting activities and syncing them to the budget

### **The White House, Office of National Drug Control Policy (ONDCP), 2008**

- Designed the methodology for analyzing ONDCP's Strategy and compliance with statutory requirements from 1999-2008
- Wrote and edited advisory deliverables for a controversial project authorized by Congress (final report published Nov. 2008)



**Intern, United Nations Development Program, U.S.A. (UNDP- USA), 2008**

- Generated financial support for the Human Development Report Launch and the Somali Women's Scholarship Fund
- Lobbied Congress with advocacy teams to support the UN Population Fund and the Millennium Development Goals

<span style="font-size: 1.2em;">◆</span> ASSOCIATE	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">██████████</span> is an accomplished emergency manager in the Federal sector with experience in international humanitarian relief. She has experience conducting emergency drills, drafting an emergency evacuation plan, reworking floor plans and educating others on emergency management.         </p> <p> <span style="background-color: black; color: black;">██████████</span> has 8 years of experience working with the Peace Corps. As the Emergency Management Specialist, <span style="background-color: black; color: black;">██████████</span> managed the agency's Continuity of Operations Program (COOP) to ensure that the Peace Corps can continue to protect and serve volunteers overseas during an emergency.         </p> <p> <span style="background-color: black; color: black;">██████████</span> has coordinated between the Federal Emergency Management Agency and the Peace Corps, to ensure that the Peace Corps meet all of the emergency management federal mandates. She has also served as the agency's representative on a government-wide committee to ensure that the agency complied with new regulation for the protection of classified information.         </p> <p>           In addition to coordinating and acting as liaison between the Peace Corps and FEMA, <span style="background-color: black; color: black;">██████████</span> shows her exemplary communication skills through her presenting of safety and security briefings for new employees and assisting with security preparations for major events and distinguished guests.         </p> <p> <span style="background-color: black; color: black;">██████████</span> is technologically proficient. She is comfortable transferring information to the public through social media networks. She also has experience maintaining and updating databases.         </p> <p>           In addition to demonstrating exceptional emergency management skills, <span style="background-color: black; color: black;">██████████</span> is also an exemplary student. During the pursuit of her Juris Doctor degree, <span style="background-color: black; color: black;">██████████</span> was awarded the Richardson Scholarship, Academic Merit Scholarship, and Henry and Mary Symel Scholarship. She is also an active student leader. She is the Secretary of National Security Law Society, a member of BLS for Public Interest, BLS Black Law Students, and BLS Immigration Society. As an undergrad, <span style="background-color: black; color: black;">██████████</span> was the Co-chair of GWU Hands 4 Haiti and the Public Relations Chair for a community service sorority.         </p>	<ul style="list-style-type: none"> <li>◆ Approved for a Secret Clearance</li> <li>◆ Assisted with the planning and coordination of future Juvenile Justice Councils to promote the corporation of different Federal Agencies with interest in the juvenile community</li> <li>◆ Achieved dean's list at George Washington University from 2007 through 2010</li> <li>◆ Served as a legal assistant for an attorney working with indigent clients referred by the Public Defender's Office</li> <li>◆ Performed legal research and case analysis</li> <li>◆ Created an agency-wide web surveys for 500 employees</li> <li>◆ Proficient in spoken and written Spanish and experienced in translating interviews with Spanish speaking clients</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ Juris Doctor, 2015, Brooklyn Law School</li> <li>◆ Bachelor of Arts in Criminal Justice, 2010, George Washington University</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Emergency Management Specialist, Peace Corps, 2010-2012**

- Managed the agency's Continuity of Operations Program (COOP) to ensure that the Peace Corps can continue to protect and serve volunteers overseas during an emergency
- Coordinated between the Federal Emergency Management Agency and the Peace Corps, to ensure that the Peace Corps meet all of the emergency management federal mandates
- Served as the agency's representative on a government-wide committee to ensure that the agency complied with new regulation for the protection of classified information

### **Physical Security Assistant, Peace Corps, 2010**

- Maintained and updated physical access databases for headquarters and recruitment offices
- Provided safety and security briefings for new employees
- Assisted with security preparations for major events and distinguished guests

### **Office of Juvenile Justice and Delinquency Prevention Intern, US Department of Justice, 2010**

- Analyzed papers and past research in order to help form future juvenile delinquency policy
- Reached out to youth through social networks to promote new policies
- Assisted with the planning and coordination of future Juvenile Justice Councils to promote the corporation of different Federal Agencies with interest in the juvenile community

### **Intern, Law Office of Alexandra Larson, 2007-2010**

- Served as a legal assistant for an attorney working with indigent clients referred by the Public Defender's Office
- Identified investigation needs and reviewing documents to be used in cases
- Drafting correspondence to clients and courts
- Translated interviews with Spanish speaking clients
- Performed legal research and case analysis
- Observing court proceedings and proofreading pleadings, briefs and motions

### **Federal Work Study Participant, Peace Corps, 2006-2010**

- Approved for a Secret Clearance
- Conducted emergency drills, drafted an emergency evacuation plan, reworked floor plans for organization's functions
- Created agency wide web surveys for 500 employees

## **PRIOR PROFESSIONAL EXPERIENCE**



- Incident Command System 100: Introduction to the Incident Command System
- Incident Command System 200: Incident Command System for Single Resources and Initial Action Incidents
- FEMA IS 700: National Incident Management System (NIMS)
- FEMA IS 800: National Response Framework (NRF)

◆ ASSOCIATE	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a strong leader and compassionate activist with exceptional communication and presentation skills. Her array of skill has been exemplified during her time as a seminar leader for the Undergraduate Africa Seminar, Program of African Studies; an executive board member of Northwestern University African Students Association; a student advisory board representative at Weinberg College of Arts &amp; Sciences.</p> <p>██████████ is also the cofounder and managing director of K-TEAM, where she directs events planning, public relations, and marketing services for local businesses, new venues, and charities in Kigali.</p> <p>██████████ is comfortable traveling and has taught people of many different cultures. Notably, she has developed and taught English workshops to medical practitioners at the Rwamagana School of Nursing. She has consulted with the school director and worked closely with administration to strategize program implementation and funding.</p> <p>As an intern for Network for Africa Rwanda Multi-Learning Centre, ██████████ has developed and taught an English language course to 60 students, widows and orphans of the 1994 Rwanda Genocide. The business-centered course honed interview skills, e-learning, and CV-writing to support students in the job search. During this time she also worked closely with the ASB team to address immediate needs in underprivileged communities.</p> <p>██████████ shared her own knowledge and experience as the Keynote Speaker for the Teaching About Africa Conference at Northwestern University. She successfully and effectively addressed 60 professors and secondary instructors regarding the teaching of Africa in American secondary schools.</p> <p>██████████ is proficient in Mandarin, has intermediate knowledge of French and basic knowledge of Kinyarwanda.</p>	<ul style="list-style-type: none"> <li>◆ Instructed K-5 students in Jarabacoa, Dominican Republic; English T.A. at Casa Guatemala, an orphanage in Rio Dulce</li> <li>◆ Holds an Illinois Type 09 Secondary License in English Language Art</li> <li>◆ Published 20 articles in New Times (Rwandan daily), 8 articles in The Independent, an East African magazine</li> <li>◆ Rhodes Scholarship Finalist 2012 and USA Today's 2011 All-USA College Academic Team winner</li> <li>◆ Researched advertising and marketing options for university programs; managed confidential student and faculty files</li> <li>◆ Developed and taught English workshops to medical practitioners at the Rwamagana School of Nursing</li> </ul>
<b>EDUCATION</b>	◆ B.A. in English Literature and African studies, 2011, Northwestern University



## RELEVANT WORK EXPERIENCE

### **Co-Founder/Managing Director, K-TEAM, 2012-Present**

- Directed events planning, public relations, and marketing services for local businesses, new venues, and charities in Kigali

### **English Instructor, Fulbright ETA Award, 2012**

- Developed and taught English workshops to medical practitioners at the Rwamagana School of Nursing
- Consulted school director and worked closely with administration to strategize program implementation and funding

### **Student Teacher, Highland Park High School, 2010-2011**

- Designed an African Literature unit that utilized short African stories to teach students analytic reading and writing skills
- Curriculum research funded by the Melville J. Herskovits Undergraduate Research Award

### **Network for Africa Rwanda Multi-Learning Centre, Intern, 2010**

- Developed and taught an English language course to 60 students, widows and orphans of the 1994 Rwanda Genocide. The business-centered course honed interview skills, e-learning, and CV-writing to support students in the job search
- Curriculum development project funded by the Northwestern University Undergraduate Engagement Grant

### **Environmental course instructor, Alternative Student Breaks, 2009-2010**

- Instructed K-5 students in Jarabacoa, Dominican Republic; English T.A. at Casa Guatemala, an orphanage in Rio Dulce
- Worked closely with ASB team to address immediate needs in these underprivileged communities

### **Marketing and Finance Assistant, Northwestern University School of Continuing Studies, 2007-2009**

- Researched advertising and marketing options for university programs; managed confidential student and faculty files

◆ ASSOCIATE	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is a consultant at Hagerty Consulting whose experience covers systems development, project cost analysis, budgeting, forecasting, and FEMA grants management.</p> <p>██████████ has over two years of financial and grant management administration, reporting, reconciliation, and document control. Hurricane Katrina presented the City of New Orleans with its first catastrophic disaster, a disaster that would result in a multi-billion dollar FEMA Public Assistance Program and a \$1.5 billion reconstruction effort. The recovery strategy for the City of New Orleans was organized into a broad scope of economic and infrastructure programs. The City was responsible for restoring public infrastructure facilities, streets, as well as coordinating economic development programs.</p> <p>To implement the recovery activities, the City of New Orleans established the Program Delivery Unit (PDU) to provide centralized management and oversight, and to streamline business processes. To address these challenges and improve the recovery operations, ██████████ engaged in a myriad of activities to support the operations and enhance the City's financial oversight. By taking both an analytical approach and adopting a specific financial methodology, she was able to create procedures and processes that would enable financial transactions to proceed smoothly through the various departments in a transparent and open manner. In addition, she was instrumental in creating databases and systems that could track and monitor the status and disposition for thousands of financial transactions. These financial transactions would not only flow through PDU for processing, but also be substantiated within the City's own financial accounting system to support the validity of each transaction.</p> <p>Prior to working with City Hall, ██████████ contributed significant time and work with the Habitat for Humanity and LUCAP (Loyola University Community Action Program) following the devastation of Hurricane Katrina. This effort typically included the rebuilding of homes and the gutting of dilapidated housing.</p>	<ul style="list-style-type: none"> <li>◆ Two years analytical, reporting and information management of FEMA grant recovery programs</li> <li>◆ Knowledge of Public Assistance policies and procedures, sub-grantee processing of grant documents</li> <li>◆ Extensive post-disaster applicant assistance with the State of Louisiana and the City of New Orleans</li> <li>◆ Project cost alignment and reconciliation with expenditures and project worksheets</li> <li>◆ Database development and systems proficiency</li> <li>◆ Experience with Louisiana Governor's Office of Homeland and Emergency Preparedness (GOHSEP) grantee administration</li> <li>◆ Systems review and familiarity with LouisianaPA.com (Grantee Information Management System)</li> <li>◆ Developer and creator of Quickbase applications to track, monitor, and manage Recovery projects</li> <li>◆ Database administrator for the Infrastructure Timecard Management System to track project time, eligible tasks, and labor costs</li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li>◆ Bachelor of Science, Loyola University of New Orleans 2010</li> <li>◆ FEMA Introductory Courses</li> </ul>





## **RELEVANT WORK EXPERIENCE**

**Consultant, Hagerty Consulting, Inc.**, February 2011-Present

City Hall, New Orleans, Louisiana

- Two years financial and analytical experience managing information systems, recovery programs, grant reimbursements, and documentation controls
- FEMA Hurricane Katrina Recovery Program
- \$1.5 billion program to repair, replace, and revitalize long term recovery
- System administrator for over 600 projects tracking and recording timecard management and project cost reimbursement
- Project cost reconciliations between internal accounting records and project worksheet expenditures
- Data migration and data transfer of NEMIS, Quickbase, LAPA.com, and AFIN (City's general ledger and internal accounting records)

## **PRIOR PROFESSIONAL EXPERIENCE**

**Administrative Officer, Franklin Medical Clinic**, Internship, 2005 – 2009

New Orleans, Louisiana

- General medical filing
- Communication, correspondence, and scheduling of patients
- Greeting patients and supervising waiting area and patient traffic

**Clerk, Loyola University Nursing Department**, August 2004 – May 2005

New Orleans, Louisiana

- Filed documents for the admissions office within the nursing department
- Maintained daily logs and input sheets

◆ ASSOCIATE	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">██████████</span> joined Hagerty Consulting in June 2010 as Professional Assistant and Associate. In this capacity she provides internal and external support work for Hagerty Consulting employees.         </p> <p>           While at Hagerty, <span style="background-color: black; color: black;">██████████</span> has served as the Executive Assistant to the President. In this role, she has conducted business development initiatives, supported proposal development, organized and planned company events, prioritized the needs of colleagues to ensure efficient scheduling and execution of tasks, and attended conferences. She is a strong writer and has provided assistance on multiple proposals and client deliverables.         </p> <p>           Currently, <span style="background-color: black; color: black;">██████████</span> is working as an Analyst on the IL-IN-WI RCPT Citizen Preparedness Plan project. She is assisting the team with outreach, best practices report, event planning, document preparation and editing as well as taking care of administrative tasks related to the project.         </p> <p> <span style="background-color: black; color: black;">██████████</span> also served as a note taker for an ESF-6 Mass Care and Emergency Assistance Workshop in Indianapolis, IN. It was the second conference in the two part workshop which was designed to assist local and state governments, federal partner agencies and the private sector in developing a standardized Mass Care and Emergency Assistance plan.         </p> <p>           Prior to joining Hagerty, <span style="background-color: black; color: black;">██████████</span> worked as a Market Manager for Consumer Source, Inc. While there, she was in charge of all administrative tasks for the Chicago market office, overseeing two people. In addition, she coordinated client meetings, events, tradeshow and marketing materials for sales associates. She also handled all the contract management, publication production, and was the liaison between the Chicago Market office and the Corporate office.         </p> <p> <span style="background-color: black; color: black;">██████████</span> also has experience in writing press releases and media alerts while working as a Media Executive for a public relations firm in New York City, in addition to coordinating new client pitches and broadcast opportunities for client representatives.         </p> <p> <span style="background-color: black; color: black;">██████████</span> has a BA in English with a concentration in Public Relations and a minor in Speech Communications from Syracuse University.         </p>	<ul style="list-style-type: none"> <li>◆ Inter-department coordination</li> <li>◆ Strong Writer</li> <li>◆ Highly Productive</li> <li>◆ Supporting IL-IN-WI RCPT Citizen Preparedness Plan</li> <li>◆ Special Event Planner</li> <li>◆ Ability to work independently</li> <li>◆ Flexibility to adapt to new tasks</li> <li>◆ Consistently prioritizing tasks to meet deadlines</li> <li>◆ Key communicator between departments</li> <li>◆ Experienced support professional with background in document production, logistics, and administrative tasks</li> <li>◆ Public Relations background</li> <li>◆ English Major at Syracuse University</li> <li>◆ Oversees company website and external database, and handle all the marketing aspects including company newsletters and social media.</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Bachelor of Arts, English, Syracuse University, 1999</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Associate/Executive Assistant, Hagerty Consulting, Inc., 2010-Present**

- Provides technical support for RFP response.
- Report directly to, and serve as support for, the President
- Support two Vice Presidents with document preparation, scheduling, research and other miscellaneous duties.
- Write, edit and format documents including proposals, client deliverables, and internal memos and newsletters.
- In charge of planning events internally and, booth and sponsorship opportunities for conferences throughout the year.
- Oversee company website and external database, and handle all the marketing aspects including company newsletters and social media.
- Conduct research and do outreach as part of the business development team.
- Work directly with clients and vendors.
- Attend conferences.

### **Market Manager, Consumer Source, Inc., 2006-2010**

- In charge of administrative staff and operations for Chicago market
- Write, edit, and format documents including memos and reports our company, market and our affiliation with apartment industry.
- In charge of planning events and summits for associations and, booth and sponsorship opportunities for tradeshows throughout the year.
- Conduct and oversee the hiring of administrative positions.
- In charge of contract preparation, budget analysis, human resources, accounts payable and website accuracy for the Chicago market.
- Act as a liaison between corporate, clients and vendors on a daily basis

### **Associate, Ricondo & Associates, 2003-2006**

- Assistant to VP, Director of O'Hare Modernization Program for O'Hare International Airport.
- Write, edit and format project documents for multiple directors and consultants including the O'Hare Master Plan document.
- Work as a liaison between Ricondo and various employees at the City of Chicago as well as sub-consultants and public relations.
- Assist with task orders, invoices and travel approval for all OMP-related work with the City of Chicago and sub-consultants.



**Associate Media Executive, Cairns & Associates Public Relations, 1999-2003**

- Planned and attended special events and assisted in all aspects of broadcast media.
- Pitched story ideas to local and national broadcast media for television and radio placement.
- Wrote pitch letters, press releases and media alerts for national and local media.
- Assisted in the production of b-roll and pitched to local and national television.
- Assisted in developing broadcast media strategies for annual client proposals.
- Conducted research for new business presentations.
- Devised and proofread releases and executed mailing, faxing and phone lists to specified media outlets.
- Set-up conferences, prepared media kits and created presentational clips.
- Conducted thorough research, obtained back issues and created clips of current clients from numerous media sources.

<span style="font-size: 1.2em;">◆</span> ASSOCIATE	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>For the past three years, [REDACTED] has worked as a project engineer with an industrial engineering company. Through this experience, she has gained extensive administrative and project execution skills and experience.</p> <p>[REDACTED] has exceptional organizational skills and a heightened attention to detail. She thrives under strict deadlines and works well under pressure. She has a keen aptitude for successful multi-tasking.</p> <p>In her time working as a project engineer for InServ, [REDACTED] responsibilities include the communication of site safety regulations and the monitoring of safety compliance. She has had no accidents occur under her supervision.</p> <p>She prides herself on her ability to connect with people and create positive relationships with whom anyone she has worked with. Whether she is interacting with high status clients or any laborers on site, it is essential that she present herself in a professional and knowledgeable manner.</p> <p>As a recent graduate, she has had the education and practice necessary to become efficient in GiftWorks donor database and Microsoft Office Suite: Powerpoint, Word, Excel, and Publisher. She utilizes her communication and presentation skills and shares her technical knowledge with others by instructing staff and coworkers in software, website, and other IT operations.</p> <p>[REDACTED] is a hard worker and a quick learner. She earned her B.A degree in Chinese language and culture with a 3.3 GPA. She is fluent in Mandarin Chinese.</p>	<ul style="list-style-type: none"> <li>◆ Manually prepared pipes for welding: measured and fit pipe sections, cut and grounded appropriate pipe pieces, and secured pipes for permanent welding</li> <li>◆ Repaired broken equipment: port-a-band, handheld grinder, and facing tools, among others</li> <li>◆ As a development assistant, Assist General Director in areas of fundraising, marketing, production, and administration</li> <li>◆ Managed donor and customer database; act as first point of contact for patrons and handle monetary transactions</li> <li>◆ Perform administrative functions such as time and effort tracking and maintenance of equipment logs</li> </ul>
EDUCATION	◆ B.A. in Chinese Language and Culture, 2012, Wake Forest University



## **RELEVANT WORK EXPERIENCE**

### **Development Assistant, North Carolina Opera, 2012-Present**

- Develop and implement engagement program aimed at college students
- Assist General Director in areas of fundraising, marketing, production, and administration
- Manage donor and customer database; act as first point of contact for patrons
- Instruct staff on software, website, and other IT operations

### **Project Engineer, InServ, 2011-Present**

- Responsible for communicating site safety regulations and monitoring compliance
- Organize, correct and revise blueprints and other project plans so they are readable and accessible in the field
- Maintain inventory of specialized equipment, piping, and fittings
- Document and communicate daily project progress to management
- Perform administrative functions such as time and effort tracking and maintenance of equipment logs

### **Pipe Fitter, InServ, 2005-2009**

- Manually prepared pipes for welding: measured and fit pipe sections, cut and grounded appropriate pipe pieces, and secured pipes for permanent welding
- Ensured measurements and welded pipes matched original blueprints
- Repaired broken equipment: port-a-band, handheld grinder, and facing tools, among others

### **Annual Gala Fundraiser, North Carolina Opera, 2008-2009, 2011**

- Served as a volunteer coordinator
- provided logistic support to the Gala chair during the event
- Greeted patrons; checked-in donors/guests;
- Set up displays for silent auction; presented live auction items
- Handled all monetary transactions for donations and auction winnings

## **PRIOR PROFESSIONAL EXPERIENCE**

- Little Sister Chair, Sigma Pi Fraternity, 2011-2012

◆ ASSOCIATE	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████████ is an analyst with a diverse background in leadership, finance, design and negotiation.</p> <p>██████████ is a recent graduate from The Maxwell School of Citizenship and Public Affairs in Syracuse, New York, where he earned a dual-degree in Public Administration and International Affairs. He excels in public budgeting, economics, statistics, and quantitative analysis. Joseph Simon has also earned Advanced Certificates of Study in Conflict Resolution and Civil Society Organizations.</p> <p>Before enrolling at the Maxwell School, ██████████ worked in the Dominican Republic for five years in community development through grass-roots organizing, project implementation, and program management, with three of those years serving as the Country Director of Hermandad, Inc. During that time, he was responsible for fiscal oversight and measurement, evaluation, and learning at the main office in the city of Bani.</p> <p>██████████ has spent 5 years as a volunteer for the Peace Corps and The Honduras Project. As a volunteer, ██████████ utilized his financial skills and administered financial planning and management of the central office.</p> <p>He also demonstrated exemplary communication and strong leadership skills in training 17 women to be health and hygiene promoters in the community, overseeing projects and construction, writing and presenting grant proposals and organizing work brigades and overseeing daily construction.</p> <p>██████████ speaks Spanish at a full professional level and French and Creole at a basic level. He received Community –based and Spanish language training at the Peace Corps.</p>	<ul style="list-style-type: none"> <li>◆ Negotiated funding and investment partnerships with local government officials resulting in funding of over \$100,000 in project donations</li> <li>◆ Wrote and presented grant proposal from local government for \$60,000 to fund the water system</li> <li>◆ Designed and supervised construction of 15 ventilation - improved pit latrines</li> <li>◆ Trained 17 women to be health and hygiene promoters in the community, enabling them to lead community- based workshops on healthy sanitation and nutrition practices</li> <li>◆ Oversaw physical construction design of projects, including gravity-flow water systems</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ Master of Arts in International Affairs, 2013, Maxwell School of Citizenship and Public Affairs, Syracuse University</li> <li>◆ Master’s in Public Administration, 2012, Maxwell School of Citizenship and Public Affairs, Syracuse University</li> <li>◆ Bachelor of Arts in Spanish and Latin American Studies, 2005, Drew University</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Country Director, Hermandad, Inc., Dominican Republic, 2009- 2011**

- Directed day-to-day operations of Hermandad Inc., a community development agency working primarily in rural communities of Latin America and the Caribbean to accomplish sustainable development through core competencies in water management, agriculture, resource conservation, health and nutrition, sanitation, housing, leadership training, and local institution building
- Identified projects and developed proposals for development activities
- Oversaw physical construction design of projects, including gravity- flow water systems
- Administered financial planning and management of central office
- Supervised project implementation, as well as personnel management, and public/community relations
- Negotiated funding and investment partnerships with local government officials resulting in funding of over \$100,000 in project donations

### **Water and Sanitation Volunteer; Peace Corps, Dominican Republic; 2006–2009**

- Designed and budgeted for a community constructed rural gravity- flow water system in the community of El Pando, Dominican Republic
- Wrote and presented grant proposal from local government for \$60,000 to fund the water system
- Organized work brigades and oversaw daily construction of the water system
- Designed and supervised construction of 15 ventilation - improved pit latrines
- Proposed and attained Peace Corps Partnership Grant for \$6,000 to fund the construction of the latrines
- Trained 17 women to be health and hygiene promoters in the community, enabling them to lead community- based workshops on healthy sanitation and nutrition practices

### **Fund Raiser and Construction Volunteer, The Honduras Project, 2004- 2005**

- Project resulted in facilities providing housing to 120 orphans
- Wrote letters to donors resulting in over \$40,000 dollars raised
- Used money to erect two farm buildings and a dormitory facility

## **SPECIALIZED TRAINING**

Advanced Certificates of Study: Conflict Resolution, Civil Society Organizations



<span style="font-size: 1.2em;">◆</span> ASSOCIATE	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p> <span style="background-color: black; color: black;">██████████</span> is an analyst whose goal is to improve the efficiency and efficacy of emergency preparedness and disaster management through a client-and data-driven approach.         </p> <p>           As an undergraduate, through his work as a student a researcher and as an executive assistant to various professors and academic departments, <span style="background-color: black; color: black;">██████████</span> learned how to manage and manipulate large datasets in Excel and Stata, scrutinize and streamline accounting and other data, and develop analytical strategies for effectively addressing broad academic questions.         </p> <p>           As a program assistant to a major NGO in Burundi, <span style="background-color: black; color: black;">██████████</span> successfully created and maintained relationships with donors and achieved the desired results in fund raising. He honed his analytical and project management skills by taking steps to improve monitoring and evaluation of projects in the field as well as designed new initiatives. He also bridged cultural gaps as he coordinated with over 50 local Burundian staff members to evaluate and improve data collection, report preparation, and project design for three major in- country projects.         </p> <p>           As a field organizer during the 2012 presidential campaign, <span style="background-color: black; color: black;">██████████</span> successfully worked under the condition of long hours and tight deadlines. He utilized strong leadership and communication skill to train, and manage five large teams of volunteers with distinct leadership structures (Neighborhood Team Leaders and Core Team Members) to register, persuade, motivate, and turn out thousands of Democratic voters from northern Franklin County in the 2012 election. He used comprehensive metrics to track volunteer performance, meet goals while under his leadership; volunteers executed all Get Out the Vote operations in the region on Election Day.         </p> <p> <span style="background-color: black; color: black;">██████████</span> has earned the American Council on the Teaching of Foreign Languages (ACTFL) certification of fluency in Swahili at the level of Advanced High. He was elected as a member of the Harvard chapter of Phi Beta Kappa honor society.         </p> <p> <span style="background-color: black; color: black;">██████████</span> has an above average proficiency in Microsoft Office (Word, Powerpoint, Excel), STATA (statistical software), SMS Host Hospitality Management software, and VoteBuilder database management.         </p>	<ul style="list-style-type: none"> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Prepared and presented proposals for new funding to donor partners – raised \$1.5 million for a new three-year project to empower Burundian youths to engage in sustainable development           </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Cultivated and extensively leveraged relationships with seven Neighborhood Team Leaders, over 30 Core Team members, and over 300 volunteers to consistently surpass voter contact goals set by state leadership           </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Completed international immersion and study abroad program at the University of Dar es Salaam in Tanzania           </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Devised and implemented a comprehensive curriculum on English, life skills, health and diet, and HIV/AIDS awareness for 38 Bulgarian orphans between the ages of 12 and 18           </li> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> Oversaw a local team of Bulgarian high-school and university students who served as translators and assistant teachers           </li> </ul>
EDUCATION	<ul style="list-style-type: none"> <li> <span style="color: #e91e63; font-size: 1.2em;">◆</span> B.A. in Sociology with a Secondary Field in African Studies, 2010, Harvard University           </li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Field Organizer, President Obama's Grassroots Reelection Campaign, Organizing for America (OFA), 2012**

- Developed, trained, and managed five large volunteer teams with distinct leadership structures (Neighborhood Team Leaders and Core Team Members) to register, persuade, motivate, and turn out thousands of Democratic voters from northern Franklin County in the 2012 election
- Cultivated and extensively leveraged relationships with seven Neighborhood Team Leaders, over 30 Core Team members, and over 300 volunteers to consistently surpass voter contact goals set by state leadership
- Utilized VoteBuilder database system to track volunteer productivity, monitor voter contact activities, and target persuadable voters and sporadic Democrats more effectively

### **Program Assistant and Princeton in Africa (PiAf) Fellow, Lutheran World Federation (LWF), 2010-2011**

- Prepared and presented proposals for new funding to donor partners – raised \$1.5 million for a new three-year project to empower Burundian youths to engage in sustainable development
- Coordinated with over 50 local Burundian staff members to evaluate and improve data collection, report preparation, and project design for three major in- country projects

### **Inaugural Year Co-Director and Volunteer Teacher, STEP Bulgaria, 2007**

- Devised and implemented a comprehensive curriculum on English, life skills, health and diet, and HIV/AIDS awareness for 38 Bulgarian orphans between the ages of 12 and 18
- Oversaw a local team of Bulgarian high-school and university students who served as translators and assistant teachers

## **PRIOR PROFESSIONAL EXPERIENCE**

- Cliff Lodge Front Desk, Snowbird Ski and Summer Resort, 2011-2012
- Departmental Staff Assistant, Harvard Department of the History of Art and Architecture, 2009–2010
- Volunteer SAT and College Prep Teacher and Mentor, Let's Get Ready, 2009
- Research Assistant, Robert Wood Johnson Foundation Scholars in Health Policy Research, Harvard University, 2009

## **SPECIALIZED TRAINING**

American Council on the Teaching of Foreign Languages (ACTFL) certification of fluency in Swahili at the level of Advanced High

◆ ASSOCIATE	
CAREER SUMMARY	RELEVANT HIGHLIGHTS
<p>██████ is an analyst with nine years of experience in her field. ██████ prides herself on being a self-starter and contains a keen business sense. Notably, as a consultant for Morgan Stanley Capital International, ██████ designed a model for MSCI's Environment, Social and Governance (ESG) group which allowed companies to assess their relative country risk within the privacy and data security regulation field.</p> <p>She also has experience in developed business strategies for mortgage securitization software. She has also evaluated potential partnership opportunity and made recommendations that were adopted and implemented by the CEO.</p> <p>██████ is a proficient researcher. She has conducted policy research on a broad range of topics including West African Maritime Security, narcotics trafficking, terrorism, illegal fishing, transnational border issues, oil trade, investments and terrorism. Significantly, She has gathered data in order to formulate a methodology and tool to monitor, assess, and predict the probability of change in regulatory standards across 58 countries.</p> <p>██████ has excellent oral and written communication skills. She is comfortable giving presentations, editing, pitching ideas and leading teams. She is an experienced communication liaison who was served between counsel, courts, judges, clients, and opposition counsel. She is comfortable reporting directly to partners and senior counsel members.</p> <p>She has also assisted in coordinated think tank wide events which hosted leaders and officials such as President Clinton, Senator McCain, National Security Advisor General Jones, Secretary Clinton, and Secretary Albright as well as foreign dignitaries including Nigerian President Goodluck Jonathan.</p> <p>██████ is fluent in Cantonese Chinese and possesses an intermediate reading writing and speaking ability in French.</p>	<ul style="list-style-type: none"> <li>◆ Worked on cases involving Fortune 500 companies and leading high tech company clients including Oracle v. PeopleSoft Experience in developing program budget and analyzed expenditures</li> <li>◆ Created presentation and pitch for the use of Beyond Bond's proprietary applications which model and analyze commercial and residential mortgage-backed, general asset-backed securities and fixed income markets to Chinese government officials</li> <li>◆ Managed event logistics for member events which included speakers such as Indian Prime Minister Manmohan Singh, Senator John Kerry, World Bank President Robert Zoellick, Ambassador Richard Holbrooke and Secretary of Homeland Security Michael Chertoff</li> </ul>
<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>◆ M.I.A. in International Affairs, Concentration in International Security Policy, Specialization in Conflict Resolution, 2012, Columbia University</li> <li>◆ B.A. in Political Science, 2002, University of California Los Angeles</li> </ul>



## **RELEVANT WORK EXPERIENCE**

### **Independent Consultant, Hagerty Consulting, Inc., 2013-Present**

- Provides professional services in the areas of emergency management to Hagerty Consulting and its clients
- Work includes: project management, financial management, public assistance support, data analysis, reporting, strategic planning, facilitation, etc.

### **Consultant, Morgan Stanley Capital International (MSCI), 2012**

- Designed a model for MSCI's Environment, Social and Governance (ESG) group which allowed companies to assess their relative country risk within the privacy and data security regulation field
- Researched and gathered data in order to formulate a methodology and tool to monitor, assess, and predict the probability of change in regulatory standards across 58 countries
- The formula was designed by weighing relevant proxy variables derived from open source data to measure and triangulate probable market volatility

### **Corporate Strategy and Business Development Intern, Beyond Bond, 2011**

- Developed business strategy for the firm's mortgage securitization software whose main client is Fannie Mae
- Created presentation and pitch for the use of Beyond Bond's proprietary applications which model and analyze commercial and residential mortgage-backed, general asset-backed securities and fixed income markets to Chinese government officials
- Evaluated potential partnership opportunity and made recommendations that were adopted and implemented by the CEO

### **Assistant Director, The Atlantic Council, 2009-2010**

- Represented the Center at various think tank meetings and embassy events including the US African Command Conference in Senegal in July 2010
- Developed program budget and analyzed expenditures
- Conducted policy research on a broad range of topics including West African Maritime Security, narcotics trafficking, terrorism, illegal fishing, transnational border issues, oil trade, investments and terrorism
- Co-coordinated think tank wide events which hosted leaders and officials such as President Clinton, Senator McCain, National Security Advisor General Jones, Secretary Clinton, and Secretary Albright as well as foreign dignitaries including Nigerian President Goodluck Jonathan

### **Intern, Council on Foreign Relations, Meeting Department, 2009**

- Managed event logistics for member events which included speakers such as Indian Prime Minister Manmohan Singh, Senator John Kerry, World Bank President Robert Zoellick, Ambassador Richard Holbrooke and Secretary of Homeland Security Michael Chertoff

### **Litigation Legal Assistant, Davis Polk And Wardwell, 2004-2008**



- Conducted in-depth legal research and worked with litigation, intellectual property, M&A, tax, and patent law groups. Worked on cases involving Fortune 500 companies and leading high tech company clients including Oracle v. PeopleSoft
- Edited pleadings, briefs, SEC filings, and discovery. Reported directly to partners and senior counsel

**Isaacs Clouse and Crose LLP, Office Manager and Legal Assistant, 2002-2004**

- Managed logistical aspects of the firm, including satellite offices
- Served as a communication liaison between counsel, courts, judges, clients, and opposition counsel

**PRICE SCHEDULE**

**RFP 14-X-23110**

**AUDITING AND OTHER RELATED SERVICES FOR DISASTER RECOVERY (HURRICANE SANDY)**

Refer to RFP [Section 3.0](#) (Scope of Work) for task requirements and deliverables, [Section 4.4](#) (Organizational Support and Experience), and [Section 6.7.2](#) (Bidder's Price Schedule) for additional information regarding this Price Schedule. Failure to submit all information required will result in the proposal being considered non-responsive.

**Bidder's Name:** Solix, Inc.

**POOL 1: PROGRAM AND PROCESS MANAGEMENT AUDITING**

LINE #	STAFF CLASSIFICATIONS	YEAR 1 HOURLY RATE	YEAR 2 HOURLY RATE	YEAR 3 HOURLY RATE
1	Partner/Principal/Director	\$ 192.90	\$ 192.90	\$ 192.90
2	Program Manager	\$ 192.90	\$ 192.90	\$ 192.90
3	Project Manager	\$ 154.49	\$ 154.49	\$ 154.49
4	Subject Matter Expert	\$ 193.92	\$ 193.92	\$ 193.92
5	Supervisory/Senior Consultant	\$ 135.18	\$ 135.18	\$ 135.18
6	Consultant	\$ 121.02	\$ 121.02	\$ 121.02
7	Associate/Staff	\$ 98.80	\$ 98.80	\$ 98.80
8	Administrative Support Staff	\$ 47.73	\$ 47.73	\$ 47.73

Line #	Pass Through Price Lines *	Year 1	Year 2	Year 3
9	Other Direct Costs	N/A	N/A	N/A
10	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- \* The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.

**Bidder's Name:** Solix, Inc.

**POOL 2: FINANCIAL AUDITING AND GRANT MANAGEMENT**

<b>LINE #</b>	<b>STAFF CLASSIFICATIONS</b>	<b>YEAR 1 HOURLY RATE</b>	<b>YEAR 2 HOURLY RATE</b>	<b>YEAR 3 HOURLY RATE</b>
11	Partner/Principal/Director	\$ 192.90	\$ 192.90	\$ 192.90
12	Program Manager	\$ 192.90	\$ 192.90	\$ 192.90
13	Project Manager	\$ 154.49	\$ 154.49	\$ 154.49
14	Subject Matter Expert	\$ 193.92	\$ 193.92	\$ 193.92
15	Supervisory/Senior Consultant	\$ 135.18	\$ 135.18	\$ 135.18
16	Consultant	\$ 121.02	\$ 121.02	\$ 121.02
19	Associate/Staff	\$ 98.80	\$ 98.80	\$ 98.80
18	Administrative Support Staff	\$ 47.73	\$ 47.73	\$ 47.73

<b>Line #</b>	<b>Pass Through Price Lines *</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
19	Other Direct Costs	N/A	N/A	N/A
20	Travel Expenses and Reimbursements	N/A	N/A	N/A

- The State makes no guarantee of volume of work effort.
- \* The Pass Through Price Lines shall be used to reimburse for Travel and Other Direct Costs only. No mark-up will be provided for Price Lines 9 and 10.