

Application Form

Profile

Thank you for your interest in volunteering your time and expertise to the Culver City community. The information contained on this application is for use by the City in reviewing candidates to fill vacancies on City Commissions, Committees, and Boards. During consideration of applicants, the City may consider the information contained in this application, any required supplemental questionnaire, and any other publicly available information. An appointment to any Commission, Board or Committee is at the discretion of the appointing authority.

Ethics and Avoidance of Conflicts of Interest

As a reflection of the residents of the community, Culver City prides itself on the high ethical standards adhered to by its municipal government. As a prospective applicant, we want you to be informed about potential limitations that state and local law impose on individuals who serve the community, especially where they may have a financial conflict of interest. Please consider this information before submitting an application and accepting an appointment. Further information and training regarding these limitations, as well as other legal and procedural requirements when serving on these bodies (i.e. Brown Act, ethics laws, etc.), will be provided in the event you are appointed to one of the City's commissions, committees, or boards.

State law has established regulations intended to ensure that a public official does not use his or her position for personal, financial benefit.

- The California Political Reform Act prohibits a public official (including any of the City's commission, committee, or board members) from participating in any decision or deliberation that might affect the official's own financial interests. In such a situation, the official must publicly disclose the potential conflict of interest, recuse himself or herself from the item being discussed, and leave the meeting room while the matter is considered.
- Government Code Section 1090 imposes an even stricter prohibition. It prohibits a local body from "making" a contract with one of its own members (even if the member has recused him or herself), which includes all aspects of contract formation, including such actions as influencing the contract's scope or the selection of a contractor.

A community member volunteering to sit on a City commission, committee, or board should be aware of these restrictions and take them into consideration before applying for or accepting appointment to any of these bodies.

If you have questions about this information and how it may apply to your particular situation, please contact the City Attorney's Office at (310) 253-5660.

Important Information

As you complete your application, please be aware of the following:

You may attach a resume or other supplemental information. However, at a minimum, please ensure you submit this Application form by the applicable deadline.

Please note that certain bodies have additional supplementary questions that pertain to that particular body.

If appointed to a body, please be aware that:

- Important: Unless a specific exception is made by the City Council, generally individuals are

eligible to be appointed to serve on only one body at a time.

- All appointees will be required to attend an Ethics and Brown Act training class, which will be offered through the City Attorney's and City Clerk's Offices.
- State law and the City's Conflict of Interest Code may require you to file annual financial disclosure forms.
- Meeting dates and times of the various bodies are subject to change at the City Council's discretion, staff requirements and the availability of the meeting facilities.
- Please note that you may be subject to a background check. A conviction does not preclude you from being considered for a commission, board or committee appointment.

Please be advised this document is a public record and information contained herein may be subject to public disclosure as required by the California Public Records Act and any other applicable law.

Which Boards would you like to apply for?

Finance Advisory Committee: Submitted

If you are applying for more than one body, please list those bodies in the order of preference for which you would like to be considered below.

Christopher

First Name

Harris

Last Name

Email Address

Street Address

City

Suite or Apt
State

Postal Code

Are you a Culver City resident?

☐ Yes ☒ No

If you are a resident of Culver City, please list how many years:

Primary Phone

Alternate Phone

Employer

Job Title

Are you a Culver City business owner/operator?

☒ Yes ☐ No

If you are a Culver City business owner/operator, please list how many years.

Are you registered to vote in Culver City? (Certain bodies currently require its members to be registered voters.)

☐ Yes ☒ No

Date of Birth

Other information you wish to share.

Qualifications and Experience

Have you ever worked for the City of Culver City?

☐ Yes ☒ No

If you have worked for the City of Culver City, please list dates of employment and names of departments.

If you are related to any current City employees or appointed officials of the City of Culver City, please indicate name(s) and relationship(s).

N/A

Have there been, or are there now, any circumstances and/or relationships which might reflect adversely on the propriety of your serving as a member of any body to which you might be appointed?

☐ Yes ☒ No

If yes, please explain:

Community Service (List commissions, boards, committees and other organizations on which you have served or currently serve, are a member or have been a member and offices held and in what city those positions were or are held). Please feel free to include participation in community events. Please highlight Culver City community involvement:

Culver City Chamber of Commerce

Employment. Please provide a minimum of 5 years of employment history, including titles and duties of current and past employment. Please feel free to attach a resume or CV in lieu of completing this section:

See resume attached.

Education (Include professional or vocational licenses and certificates.) Please feel free to attach a resume or CV in lieu of completing this section:

See resume attached.



Application Questions

For the body(ies) to which you seek appointment(s), what have you determined to be the primary role of the body?

Provide planning and impact assessments from various perspectives, and assist in estimation methods, for financial budgeting and planning decision making. Gather data and impact assessments within the community.

Why do you seek appointment on the body(ies)? Please be specific to the body(ies)'s role.

I can provide some financial planning and estimation conceptual support based on personal financial experience, including education towards a minor in finance, and development of several business plans from the ground up. I also can provide support for financial estimation and impact methodologies. Further, I can provide perspective as a business owner.

What is there specifically in your background, training, education or interests that qualifies you for appointment? What special qualities and/or qualifications can you bring to the body(ies) to which you seek appointment(s)?

I have a background in quantitative engineering sciences and mathematics, including courses towards a minor in financial accounting at Boston University. I currently manage programs and budgets of several million dollars, and have successfully started a business in Culver City, and have structured and executed the equity financing arrangements for one round, and have nearly completed the second round. I have access to a significant number of small business owners in Culver City as well. I pride myself in unbiased accuracy, and work to forecast a range of outcomes to help drive both long and short term decision making based on data and not guesses. I coordinate highly as needed, and have significant experience interfacing with government agencies, mainly at the local and federal levels.

How do you envision your fulfilling the objectives, and/or goals of the body(ies), as established by the City Council?

I will plan to attend the meetings, coordinate with the others on the FAC, and work offline to make the meetings productive as needed. I'll coordinate the business community as needed.

How many meetings of the commission(s), board(s), or committee(s), to which you are interested in being appointed have you attended? Please indicate how often and when.

None so far.

How much time, on a monthly basis, can you commit to reviewing materials in preparation for attendance at meetings of the body(ies) to which you desire appointment?

About 4 hours. More if impulsive needs arise for critical issues.

Is there anything else you would like to add that has not been covered by your answers to the prior questions? (You may attach supplemental information below.)

Darrel Menthe referred me to this committee, and learning more about it, I believe I can be a valuable contributor.

Please upload a file to attach supplemental information, if desired.

You are invited to attach additional pages, enclose a copy of your resume and/or submit supplemental information which you feel may assist the appointing authority in its evaluation of your application.

Please submit your application and any attachments no later than the final filing date as announced in the Notice of Vacancy and Request for Applications to the City of Culver City by submitting your application online or

By Mail or Hand Delivery: Office of the City Clerk
9770 Culver Blvd.
Culver City, CA 90232

By Fax: (310) 253-5830

By Email: city.clerk@culvercity.org

If you have questions regarding the completion or filing of this application, please contact the City of Clerk's Office, by fax or email as indicated above, or by phone at (310) 253-5851.

Supplemental Questions (if applicable)

Question applies to Finance Advisory Committee

Please check the category(ies) for which you are applying: *

☒ Business Community Member

Question applies to Finance Advisory Committee

Please ensure you meet the qualifications below for the membership category(ies) for which you are applying.

From the City Council approved "Finance Advisory Committee Bylaws:"

Business Community Member: Shall own or be the primary operator of a duly licensed business located within the City limits.

Please call the Finance Department at (310) 253-5865 if you have any questions regarding eligibility for Finance Advisory Committee positions.

Thank You

The City Clerk's Office encourages all interested persons to apply for all positions in which they have an interest!

CHRISTOPHER A. HARRIS – MSAE, BSAE, EIT, TS/SSBI

Los Angeles, CA

Entrepreneur and aerospace systems engineering manager with a passion for development of advanced concepts. Expert leader with technical propulsion design and integration experience in depth, with the management experience and industry network to develop credible, effective teams and that can achieve challenging system goals. Owner and founder of Hi-Lo Liquor Market in Culver City, CA, as the financial and strategic partner working to grow the business into a multi-site expansion, targeting 20+ locations in Los Angeles.

PROFESSIONAL EXPERIENCE

MANAGING PARTNER *Hi-Lo Liquor Market – Culver City, CA* *March 2016 – Present*

Founded a New American liquor store focused on craft beer, wines, and spirits in a neighborhood format, with a focus on customer service and experience. Developed the business model, managed buildout of a \$230K development, acquired financing of \$500K+ cash and additional services in trade. Currently working to secure a Series A financing round of up to \$1.2M, with two additional locations in various stages of planning. Developing metrics and baseline model at the store unit level to assure profitable growth, and offer a return on capital of over 20%.

- Developed the baseline business model and proforma, and implement all updates and YoY trends
- Financial services planning and growth planning, including incremental credit line increases
- Assessment of loan options and future debt financing options
- Lease review and negotiation, including conceptualizing of Hi-Lo specific terms
- Sales analysis and cash planning, including cash flow projections and balance sheets
- Manage all cash processes and new process development and implementation
- Developed staff training and process handoff documentation

PROPULSION MANAGER *Northrop Grumman – El Segundo, CA* *April 2014 – Present*

Manage a high-growth team of 24+ engineers to provide airbreathing propulsion design, integration, and analysis support for technology development, aircraft development, tools development, and business development activities. Responsible for technical quality and engineering process development.

- Shaped and proposed successful \$8M sole-source advanced engine development contract
- VAATE (Versatile Affordable Advanced Turbine Engine) Program Manager for ~\$30M CR&D
- Technical reviewer for concept, preliminary design, and EMD programs for propulsion
- Program manager and principle investigator for several advanced programs
- Manager of propulsion design and integration tools development
- Proposal manager and new business development lead for propulsion CR&D
- Engineering estimation of CR&D & EMD efforts and representative to AFLCMC for \$1B engine development program
- OEM interface for GE, PW, RRLW, Honeywell, Williams, Teledyne for commercial/military
- Lead technical interface with power and thermal subsystems technology development
- Responsible for propulsion discipline evaluation of technical proposals from suppliers
- Lead customer interface for propulsion CR&D leading to several new awards
- Technical approach development lead for CR&D and interface to survivability disciplines
- Responsible for hiring resulting in near-100% success rate for competitive candidates

- Interface with contracting officers, legal, security, admin, facility and other support staff
- Develop requirements for engine development programs including supersonic variable cycle engines, and develop engine performance data needs for engine technology benefit studies
- Initiate and program several university research efforts and develop faculty relationships

PROPULSION ENGINEER *Northrop Grumman – El Segundo, CA* *April 2008 – April 2014*

Performed design, analysis, engine integration trades, and concept development of advanced propulsion systems for military and commercial subsonic and supersonic aircraft.

- Engine performance first-principles model development and analysis, and trades of existing engine performance models provided by engine OEM's including installed performance
- Designed and tested novel inlet and boundary layer control systems for supersonic inlets
- Design, analysis, and modeling of supersonic normal shock bleed stability systems
- Supersonic inlet compression ramp modeling and design and diverter integration and analysis
- Inlet system sizing, drag estimation, F&M accounting, and off-design analysis
- Develop propulsion system specs and ICD for airframe-engine physical/functional interfaces
- Lead propulsion engineer for NASA N+3 and ERA studies including propulsion integration trades, concept development, technology impact studies, and NAS (National Air Space) integration and impact studies for new commercial concept vehicles
- Responsible flight test engineer for several laminar flow test flights on Proteus aircraft
- Performed tools development for supersonic systems including advanced CFD methods and boundary layer analysis for shock-boundary-layer interactions
- Principle Investigator for propulsion IR&D including inlets, engine cycle modeling, and nozzles
- Developed 10,000+ line code in Matlab for advanced inlet test data reduction
- Developed several novel approaches that have led to multi-year funding with expected IP
- Performed CFD analysis of supersonic inlet concepts and shock-control concepts using Fluent
- Investigated and lead successful validated Hybrid RANS/LES study of unsteady nozzle flows
- Provided test support for integrated flowing wind tunnel testing and installed engine testing
- Designed flowing wind tunnel test model systems for high lift systems
- Co-investigator on laminar flow R&D testing for effects of pressure gradient & excrescences
- Support airworthiness documentation development for aircraft EMD programs

RESEARCH ASSISTANT *U. of Cincinnati – Cincinnati, OH* *June 2005 – August 2007*

Designed and executed experimental investigations of fundamental aeroacoustics related to reduction of jet noise in partnership with GE U.S.A. Performed measurements of flow and acoustics in an anechoic chamber on innovative core and bypass nozzles for noise suppression. Patent application proceeding. Conducted experimental study of flow and moments of SMA (Shape Memory Alloy) actuated rotor blade tip vortex modification devices for assessment of potential for BVI noise reduction.

FIELD ENGINEER *PCL – Los Angeles, CA* *Mar. 2004 – May 2005*

Field engineering and redesign, and engineering coordination for a new high school facility. Conducted productivity analyses & improved decision-making with real-time labor statistics. Progressed as-builts drawings and created field-use drawing sets. Trained new engineers on surveying practices and principles using a laser/optical instrument.

Roadway, residential and commercial development. Created construction documents and maintained CAD standards. Executed complete cycles of design by acquiring topographic field data using a laser/optical instrument & GPS, building a surface model in CAD, and carrying out a 3D design method.

EDUCATION

M.S. AEROSPACE ENGINEERING, UNIVERSITY of CINCINNATI – 2008

Major: Airbreathing Propulsion and Heat Transfer

Thesis Work: Turbofan Aeroacoustics & Helicopter Blade Vortex Dynamics

B.S. AEROSPACE ENGINEERING, BOSTON UNIVERSITY – 2002

Special Studies: Experimental Low Reynolds Number Micro Air Vehicle Aerodynamics

TECHNICAL COMPETENCIES

- Measurements: experimental fluid dynamics tools, in various flow regimes, including pitot tubes, strain gauge force balance, hot wire & film anemometry, Laser Doppler Velocimetry (LDV), 2D and 3D Particle Imaging Velocimetry (PIV), unsteady pressure measurements (Kulites), oil film interferometry, IR thermography, 5-hole probes, Air Data Systems, Preston probes (skin friction)
- Modeling (PC/UNIX): Ansys Fluent, Xfoil, Xrotor, NPSS, ALGOR
- 2D and solid modeling: AutoCAD, Catia V5, UG NX 8
- Programming: C, C++, MATLAB, TECPLOT, Basic, VBA, AutoLISP, HTML, PERL, LABVIEW
- NCEES Engineer In Training (EIT) certification April 2004

SELECTED PUBLICATIONS

- “Flow and Acoustic Characteristics of Chevron Nozzles in Coaxial Jets - LES and Acoustic Analogy Investigation,” Mihaescu, M., Harris, C.A., Gutmark, E.J., Fuchs, L., AIAA Aeroacoustics Conference, May 2007, Rome, Italy
- “Rotor Tip Vortex Dynamics Characterization for BVI Noise Reduction,” Harris, C.A., DiMicco, R.G., Gutmark, E.G., Mabe, J.H., Gravatt, L., Bushnell, G., 46th AIAA Aerospace Sciences Meeting, January 2007, Reno, Nevada
- “Shape Memory Alloy Actuators for Deployable Rotor Blade Aerodynamic Devices,” James Mabe, Lynn Gravatt, Glenn Bushnell, Ephraim Gutmark, Russell DiMicco, Chris Harris, 46th AIAA Aerospace Sciences Meeting January 2007, Reno, Nevada
- “NASA N+3 Subsonic Fixed Wing Silent Efficient Low-Emissions Commercial Transport (SELECT) Vehicle Study,” NASA Technical Report CR-2010-216798/REVA, November 2010
- “Linear Stochastic Estimation of the Velocity Field from a High-Bypass Nozzle with and without Mixing Devices,” Kastner, Harris, Journal of Fluid Science and Technology, Vol. 6, No. 4, 2011
- “Characterization of a Supersonic Rectangular Jet over a Range of Test Conditions,” Griffin M. Valentich, Timothy B. Davis, Erik Fernandez, Rajan Kumar, Farrukh S. Alvi, Mark Alphonso, Christopher Harris, 53rd AIAA Aerospace Sciences Meeting, January 2015

Patents & Trade Secrets

“Directional dynamic absolute pressure sensor shroud and arrangement”

US Patent number: 9869570

Date of Patent: January 16, 2018

Trade Secrets: 1 (filed internally at Northrop Grumman) awarded 2017

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- The California Political Reform Act prohibits a public official (including any of the City's commission, committee, or board members) from participating in any decision or deliberation that might affect the official's own financial interests. In such a situation, the official must publicly disclose the potential conflict of interest, recuse himself or herself from the item being discussed, and leave the meeting room while the matter is considered.
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A community member volunteering to sit on a City commission, committee, or board should be aware of these restrictions and take them into consideration before applying for or accepting appointment to any of these bodies.

If you have questions about this information and how it may apply to your particular situation, please contact the City Attorney's Office at (310) 253-5660.

Important Information

As you complete your application, please be aware of the following:

You may attach a resume or other supplemental information. However, at a minimum, please ensure you submit this Application form by the applicable deadline.

Please note that certain bodies have additional supplementary questions that pertain to that particular body.

If appointed to a body, please be aware that:

- Important: Unless a specific exception is made by the City Council, generally individuals are

eligible to be appointed to serve on only one body at a time.

- All appointees will be required to attend an Ethics and Brown Act training class, which will be offered through the City Attorney's and City Clerk's Offices.
- State law and the City's Conflict of Interest Code may require you to file annual financial disclosure forms.
- Meeting dates and times of the various bodies are subject to change at the City Council's discretion, staff requirements and the availability of the meeting facilities.
- Please note that you may be subject to a background check. A conviction does not preclude you from being considered for a commission, board or committee appointment.

Please be advised this document is a public record and information contained herein may be subject to public disclosure as required by the California Public Records Act and any other applicable law.

Which Boards would you like to apply for?

Finance Advisory Committee: Submitted

If you are applying for more than one body, please list those bodies in the order of preference for which you would like to be considered below.

Randall (Randy)

First Name

Lentz

Last Name

Email Address

Street Address

City

Suite or Apt
State

Postal Code

Are you a Culver City resident?

☐ Yes ☒ No

If you are a resident of Culver City, please list how many years:

Primary Phone

Alternate Phone

Are you a Culver City business owner/operator?

☒ Yes ☐ No

2 years

If you are a Culver City business owner/operator, please list how many years.

Are you registered to vote in Culver City? (Certain bodies currently require its members to be registered voters.)

☐ Yes ☒ No

Date of Birth

Other information you wish to share.

Qualifications and Experience

Have you ever worked for the City of Culver City?

☐ Yes ☒ No

If you have worked for the City of Culver City, please list dates of employment and names of departments.

If you are related to any current City employees or appointed officials of the City of Culver City, please indicate name(s) and relationship(s).

Have there been, or are there now, any circumstances and/or relationships which might reflect adversely on the propriety of your serving as a member of any body to which you might be appointed?

☐ Yes ☒ No

If yes, please explain:

Community Service (List commissions, boards, committees and other organizations on which you have served or currently serve, are a member or have been a member and offices held and in what city those positions were or are held). Please feel free to include participation in community events. Please highlight Culver City community involvement:

I have been an active member of the communities in which I live throughout my life. Over the years, I have participated in and/or held leadership positions in a plethora of school, community and church related boards, committees and other groups based on my interest and abilities and on the need. I currently sit on the Board of the Adelanto Cannabis Association and I am a co-lead of the Adelanto ad-hoc committee for cannabis regulation and oversight. When my children were younger I held more "coach" and "assistant coach" positions that I can count, and I often supported by committee membership or board leadership various teams, leagues and events. One area I have consistently focused on in my professional career is Diversity and Inclusion, a focus area that I have championed in multiple ways including creation of programs and committees to generate awareness and fairness in the workplace. Generally speaking, I am the type of person who answers the call when I am able, and I always focus on the goals and the needs of the organization as opposed to any personal agendas.

Employment. Please provide a minimum of 5 years of employment history, including titles and duties of current and past employment. Please feel free to attach a resume or CV in lieu of completing this section:

Please see attached resume.

Education (Include professional or vocational licenses and certificates.) Please feel free to attach a resume or CV in lieu of completing this section:

Please see attached resume

Application Questions

For the body(ies) to which you seek appointment(s), what have you determined to be the primary role of the body?

I understand that the Finance Advisory Committee is charged with the responsibility to "provide advice to the City Council based on the specific tasks or duties approved by the City Council." At a high level, my expectation is that this primarily involves (1) reviewing proposed expenditures for the City, (2) looking at ways to generate additional revenues, and (3) looking for ways to be more efficient with existing programs and expenses. As a business community member (Howling Juice), I would also look to represent the perspectives and needs of the business community on the FAC.

Why do you seek appointment on the body(ies)? Please be specific to the body(ies)'s role.

I am a proud member of the Culver City business community. During the initial launch of my business, Howling Juice, I was consistently impressed by the responsiveness and diligence of the City and the people at City Hall. It made me feel good about launching Howling Juice in Culver City. I have a very substantial business background and significant experience dealing with budgets and financial matters. I also understand that civic and public matters do not always proceed in a purely business or "corporate" manner. I believe it takes someone with a balanced understanding of both worlds to be a strong advisor to the City. I fit that profile and I am willing to serve. I will always think outside of the box and challenge convention, but still recognize that consensus and process are both very important, and the the long game can be as important or more important than any quick win.

What is there specifically in your background, training, education or interests that qualifies you for appointment? What special qualities and/or qualifications can you bring to the body(ies) to which you seek appointment(s)?

Please see my resume. I have worked at a very high level in business ranging from service as the General Counsel for multiple Health Plans (at UnitedHealthcare), to running large consulting portfolios (\$300M+ annually), to negotiating and closing mega-deals (in excess of \$1.5 billion), to running organizations with more than 7,000 employees. I have had CFOs and Chief Compliance Officers reports to me, and I have built those departments from the ground up.

How do you envision your fulfilling the objectives, and/or goals of the body(ies), as established by the City Council?

I will zealously address any and all matters the FAC is charged with supporting. In simple terms, I will attend every meeting, inform myself and research relevant issues, confer with colleagues, and develop solutions and recommendations for the City. I will also look at the FAC process and operating approaches and make recommendations for improvements.

How many meetings of the commission(s), board(s), or committee(s), to which you are interested in being appointed have you attended? Please indicate how often and when.

I have not attended meetings of the FAC in the past. I plan to attend the scheduled meeting on 11/14, which is the first scheduled meeting I could attend after receiving the invitation to apply for consideration as an FAC member.

How much time, on a monthly basis, can you commit to reviewing materials in preparation for attendance at meetings of the body(ies) to which you desire appointment?

I will do what it takes. I find assigning an arbitrary number of hours to be more of a guess than a commitment. I am used to burning the midnight oil and doing what it takes to get the job done. You can count on me to be in attendance and to be informed and prepared.

Is there anything else you would like to add that has not been covered by your answers to the prior questions? (You may attach supplemental information below.)

I thank you for your consideration, and I would be honored to be selected to serve on the FAC.

Please upload a file to attach supplemental information, if desired.

You are invited to attach additional pages, enclose a copy of your resume and/or submit supplemental information which you feel may assist the appointing authority in its evaluation of your application.

Please submit your application and any attachments no later than the final filing date as announced in the Notice of Vacancy and Request for Applications to the City of Culver City by submitting your application online or

By Mail or Hand Delivery: Office of the City Clerk
9770 Culver Blvd.
Culver City, CA 90232

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By Email: city.clerk@culvercity.org

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Supplemental Questions (if applicable)

Question applies to Finance Advisory Committee

Please check the category(ies) for which you are applying: *

☒ Business Community Member

Question applies to Finance Advisory Committee

Please ensure you meet the qualifications below for the membership category(ies) for which you are applying.

From the City Council approved "Finance Advisory Committee Bylaws:"

Business Community Member: Shall own or be the primary operator of a duly licensed business located within the City limits.

Please call the Finance Department at (310) 253-5865 if you have any questions regarding eligibility for Finance Advisory Committee positions.

Thank You

The City Clerk's Office encourages all interested persons to apply for all positions in which they have an interest!

RANDY LENTZ

AREAS OF EXPERTISE

- | | | |
|------------------------------|-----------------------------------|-----------------------------|
| ▪ Portfolio Leadership, P&L | ▪ Healthcare | ▪ Chief Operating Officer |
| ▪ Operations Leadership | ▪ Provider, Payer, Public Markets | ▪ Corporate General Counsel |
| ▪ Sales & Market Development | ▪ Management Consulting | ▪ Private Equity Experience |
| ▪ Business Transformation | ▪ Small, Mid-Cap & Fortune 100 | ▪ M&A |

PROFESSIONAL EXPERIENCE

CALIFORNIA BIOTECHNOLOGY CENTER

2016-PRESENT

[Privately held] California company based in Adelanto, California engaged in vertically integrated business operations in the medical marijuana industry.

FOUNDER, CHIEF “GROWTH” OFFICER 2015 -

- Responsible for strategic direction, corporate development and executive management over all business operations.

COGNIZANT

2013-2016

[NYSE/CTSH] NASDAQ-100, S&P 500, & Forbes Global 2000 global technology, business process and innovation company. Enables global enterprises to achieve market-leading efficiency and powerful innovation. 217,000 employees. 50+ global delivery centers. FY'14 Revenues \$10.3B.

CHIEF OPERATING OFFICER, HEALTHCARE BPaaS SERVICES, 2015-2016

- Named Chief Operating Officer for new Cognizant business unit delivering comprehensive, enterprise level, business services including IT, operations, infrastructure, and numerous business functions for clients. Revenues: \$2.7B, multi-year program. Employees: 7,000.
- Directly managed HR, Finance, Compliance, Procurement, Communications, Administrative Operations and cross-tower functions including innovation, strategic planning and program launch & transformation.
- Reported to Global business head for HC BPaaS Services

DUAL ROLE; PORTFOLIO OWNER - UNITEDHEALTH GROUP, TRANSFORMATION EXECUTIVE - HEALTHCARE

- P&L owner for UHG business portfolio, Healthcare. Responsible for all aspects of portfolio performance, delivery, growth and executive relationship. Revenues: \$200M. Employees: 2,500.
- Executive sponsor and hands-on coach/champion for innovative transformation program sponsored by Cognizant CEO. Responsible to work with all strategic account teams across Healthcare vertical, to coach and drive transformation and expansion of client relationships and increased strategic impact. HC Revenues: \$1.5B
- Reported to Global business head for HC Services

ACCENTURE

2011-2013

[NYSE/ACN] A Fortune 100 global management consulting, technology services, outsourcing and systems integration company. Helps clients become high-performers. 257,000 employees. 54 countries. FY'12 Revenues \$27.9B.

MANAGING DIRECTOR/PARTNER, HEALTH SOLUTIONS NORTH AMERICA

- Led and managed the North America Clinical Solutions-Provider, Payer & Public Markets business pipeline for consulting and outsourcing services. Revenues: \$250M. Employees: 1,000.
- Target market: Top 150 hospitals, approx \$1B+ in revenues. Indirect P&L.
- Drove Clinical Solutions EMR (Electronic Medical Records) Campaign and market development initiatives.

- Developed and managed Clinical Solutions (includes; System Implementation, Business/Health Transformation, Analytics, HIE – Health Information Exchange) sales pipeline >\$350M.
- Achieved annual targets: \$140M-Sales and \$130M-Revenues. Activities included:
 - top-down pipeline management.
 - developed and coached business originators and business development capture teams.
 - marketing campaigns for new and existing services.
 - direct customer involvement in key sales pursuits.
- Co-led multi-year Clinical Solutions Campaign involving development of EMR Consulting Solutions, offshore Centers of Excellence, and infusion of EMR/Clinical sales priorities and capabilities across Accenture's extended sales operations.
- Achieved 90% sales growth and 50% revenue growth, year over year.
- Reported to North America & Global Clinical Solutions Managing Directors.

Ingenix Consulting/OptumInsight (rebranded as OptumInsight in 2011.)
Minneapolis, MN

2004-2011

Ingenix is now OptumInsight, part of Optum— a leading health services business. OptumInsight specializes in improving the health system performance by providing analytics, technology and consulting services to enable better decisions and results. FY 2011 Revenues \$25B.

VP, SOLUTION SALES LEADER - HOSPITAL MARKET, 2009-2011

- Promoted to National Sales Lead for all Ingenix Consulting services for the Hospital Market. Revenues: \$100M in 2011.
- Developed and managed four (4) Regional Sales Executives covering the US.
- Expanded sales capabilities for new and emerging service lines; including developing targeted campaigns for process optimization and healthcare analytics consulting.
- Maintained mature services lines including Epic implementation and strategic consulting services.
- Co-led integration and redevelopment of two (2) disparate sales teams from acquired consulting organizations (Healthia Consulting and Global Works Systems).
- Recognized for key successes in the integration of acquired operations while continuing to generate \$6-\$10M sales wins for consulting services.
- Primary executive relationship owner with key IT services integration partners, including Epic Systems, Inc. and numerous staffing partners.
- Recipient of *Ingenix Customer Focus Award* - recognized for outstanding performance in sales, account management and leadership.

VP & ACCOUNT EXECUTIVE, INGENIX/HEALTHIA CONSULTING, 2006 – 2009

(Healthia Consulting was acquired by Ingenix Consulting, September, 2007)

- Promoted to Regional Sales VP. Assumed ownership for US Central Region which included Healthia's corporate home office and premiere markets; hospital systems and large provider organizations.
- Consulting "partner" role. Primary customer-facing sales executive responsible for all sales and account management across strategy, management consulting and IT implementation.
- Participated in leadership and management of all key business operations including Sales, Marketing, Recruiting, Account Management and Delivery/Quality oversight for all consulting business.
- Direct line management responsibility for all Central Region professionals; including 40+ Directors, Managers and Consultants.
- P&L: Annually sold, closed and managed \$9 - 13M in consulting business representing 60-85% of the divisional book of business.
- M&A: Co-led operations redesign and related change management efforts surrounding Healthia acquisition by Ingenix.
- Reported directly to CEO and COO.

MANAGEMENT CONSULTANT & PRACTICE DIRECTOR (Healthia Consulting), 2004-2006

- Combined role of full-time management consulting in addition to practice development and organizational leadership for Healthia Consulting. 2006 Revenues: \$16M. 30-35% growth annually.
- Developed and expanded Payer Consulting Practice focused on client advisement across business strategy, technology, change management and project support.
- While working full time as a billable management consultant, personally built and led a \$4M Healthcare Payer Consulting Practice.
- Operations leadership and program management for “Centers of Excellence” IT function. Included designation database development and application support for UHN/UHC Premium Designation Program.
- Built Healthcare Critical Analytics Function / Dept for UHC which governed the development, implementation & operations of analytics data, platforms, applications and tools across the organization.
- Worked directly with UnitedHealthcare CEO, COO and IT leadership.
- Project management and IT support for UHC’s Customer Reporting and Customer Coordination Departments.

UNITED HEALTHCARE
Minnetonka, MN

1998-2004

[NYSE:UNH] An operating division of UnitedHealth Group, the largest single US health carrier. FY’04 Revenues \$40.3M

VP, VENDOR PROCUREMENT & PERFORMANCE MANAGEMENT, 2003-2004

- Managed \$80M annual expenditure for strategic internal and external partners and suppliers on behalf of UHC Clinical Operations and UnitedHealth Networks, (UHN is a subsidiary of UHC).
- Procurement and management of critical supplier and customer relationships involving data and technology solutions, clinical care management services, disease & condition management programs, general consulting and program-specific vendor activity.
- Led design and development of Data Mart technology to assess physician performance on quality and efficiency criteria to support Premium Network, Physician Data Sharing and Clinical Profiles initiatives.
- Delivered strong, integrated programs and solutions while ensuring accuracy and consistency of performance by utilizing the principles of process excellence, Six Sigma and standard tools.
- Operations leadership - helped define requirements and priorities, created IT interfaces with internal organizations to define and procure services, developed and sustained operations support structure, and measured performance to ensure alignment with strategy and goals.

ACCOUNT EXECUTIVE, NETWORK MANAGEMENT, 2002-2003

- Developed and served in new role of Account Executive-UnitedHealth Networks to own corporate relationships and manage strategic business initiatives for \$220M in network services.
- Primary inter-company liaison between UHN and UHG sister companies of Uniprise (national accounts), Ovations (Medicare, Evercare and AARP business lines) and AmeriChoice (Medicaid).
- Indirect P&L: Primary account executive over all UHN services to sister companies.
- Led planning process for provider network enhancement across all markets nationwide and created metrics driven tracking environment. (Precursor to UnitedHealth Premium program that helps patients find doctors and facilities based on quality and cost efficiency of care.)
- Designed and implemented online reporting and tracking tools to manage 150+ network development objectives covering 200+ hospitals and 10,000 physicians.
- Supported UHC Marketing Services and external sales needs regarding network operations.

VP – PRODUCT MANAGEMENT, 1999-2002

- National business owner for \$120M customer base of UHC’s “out-of-area” health insurance.
- Led and managed operations, systems performance and comprehensive product support.
- Led process redesign and full implementation of enhanced business capability to support national PPO product and eliminated substantial service problems. Improved accuracy and timing of claims processing by 85%.

- Led development of next generation Certificate of Coverage for medical insurance products – achieved significant gains in usability and consumerism focus. Established business opportunity for annual savings of \$100M in benefit cost.
- Led broad-scale process improvement to develop and implement new operations model for product setup, including business processes for management of product standards and online systems to drive case review and communicate product information. Eliminated 450+ product variations and reduced set-up errors 60%.

ASSOCIATE GENERAL COUNSEL, 1998-1999

- Managed and provided all legal support for UnitedHealthcare, IL and UnitedHealthcare, WI Health Plans.
- Led and managed regulatory and compliance activities. Provided strategy and analytical support for health plan business initiatives.
- Extensive involvement in provider, broker and group contract development, negotiation and administration.
- Program liaison and oversight for UHC compliance, communications and technology initiatives.

RIDER, BENNETT, EGAN & ARUNDEL, LLP

1989-1998

Minneapolis-based full-service law firm.

PARTNER, COMPLEX LITIGATION

- Extensive corporate representation ranging from emerging businesses and start-up ventures to Fortune 500 companies.
- Devised successful litigation strategies for major claims involving contingent liabilities ranging from \$30M to \$500M.
- Resolved litigation and claim barriers affecting corporate mergers and sales of business units.
- Responsible for strategic planning, budgeting and decision making regarding computer network, space planning, technology issues and recruiting.

EDUCATION & PROFESSIONAL DEVELOPMENT

William Mitchell College of Law, St. Paul, MN

Juris Doctor, 1989 *Cum Laude* Honors

University of Minnesota, Minneapolis, MN

BA – Economics, 1986

AWARDS, SPEAKING ENGAGEMENTS, MISC.

- Cognizant *TCR Champion* – Business, Relationship and Performance Coaching
- Ingenix *Customer Focus Award* – Recognizing innovation and excellence in customer service.
- ABA National Trial Competition – Finalist.
- HIMSS & CHIME Professional Associations: Frequent Speaker & Facilitator at national events.
- HIMSS – Member MN and Board Member.
- Healthia Consulting, Founders' Award – Performance recognition.