

OVERVIEW

Ms. Holloway has over 36 years of diverse experience in finance, accounting and financial management in public and private industry. She combines visionary, strategic and tactical financial expertise to translate financial goals into effective financial plans as both a client of and a consultant for public utilities. She worked in government financing for over 22 years, serving as municipal finance director for over 9 years.

Her expertise includes the following areas:

- Financial Modeling & Forecasting
- Cost Allocation and Rate Evaluations
- Budgeting & Accounting
- Capital Improvement Planning
- Financial Statement Preparation
- Strategic & Business Planning
- Auditing & Internal Controls
- Asset Management
- Treasury and Debt Management
- Payroll Preparation & Reporting
- Accounts Payables & Receivables
- Purchasing & Contract Management
- Cost Accounting
- Utility Billing & Customer Service
- Grants & Emergency Management
- Management Dashboard & Financial Metrics

PROJECT EXPERIENCE

As an independent consultant, Ms. Holloway has managed and been a key contented contributor to the following types of projects:

- Water and wastewater systems
 - Developing a financial forecast and rate tariff evaluation and plan in support of Mongolia Second Compact Development for the Millennium Challenge Corporation (MCC) as documented in the "Financial and Institutional Sustainability Study" related to the Expansion of Bulk Water Supply in Ulaanbaatar, Mongolia;
 - Preparing revenue sufficiency models, rate studies, studies to support the development of impact fees and the application of such fees to new development, cost of service and cost allocation studies, customer impact analysis and purchased water recovery rates;
 - Evaluating requests for proposals (RFP), including cost comparison evaluations and evaluations as the financial stability and financial resources of proposers;
 - Performing data compilation and analysis to determine the acquisition value of a water, sewer and reclaimed water facility pursuant to the provisions delineated within existing interlocal agreements;
 - Preparing analyses, reports and data submission to support the issuance of municipal bonds and state-sponsored loans; and
 - Preparing a comprehensive budget document which resulted in obtaining the Government Finance Officers Association ("GFOA") Distinguished Budget Presentation Award.
- Transmission system and wholesale purchased power
 - Performing analysis and compliance review of formula rates.

Ms. Holloway's municipal finance experience with Sarasota County, Florida, the City of Oviedo, Florida and the City of Lake Mary, Florida includes:

- Directing, managing and contributing to all aspects of municipal finance
 - Supervision and development of finance staff;
 - Preparation and management of operating budgets ranging from \$50M to over \$1B including the oversight of \$100M capital financing plan;
 - Preparation of award winning annual financial statements, various reports including financial disclosure in compliance with rate covenants and bond requirements;
 - Management of debt portfolios of up to \$250M including the coordination of the issuance of municipal bonds, loans and notes;
 - Management of a \$40M investment portfolio;
 - Overseeing purchasing activities including all aspects of the RFP and bid process, contract negotiations and the issuance of purchase orders;
 - Implementation of financial systems;
 - Development of sound financial policies, procedures and internal controls;
 - Preparation and design of fiscal studies and strategic plans, development of fully burdened rates through cost allocation practices, and long-range planning; and
 - Management and reporting of capital assets and identifying capital/ infrastructure needs.

Employed by Baltimore Gas and Electric, Ms. Holloway:

- Directed \$20M in annual miscellaneous billing in accordance with cost accounting principles and fully burdened rates;
- Provided expert testimony on the cost of service valuation of miscellaneous utility billings;
- Prepared and remitted corporate tax returns;
- Managed capital asset records in compliance with NARUC; and
- Provided solutions to customer inquiries working in a fast paced, high pressure environment.

PROFESSIONAL HISTORY

Ms. Holloway began her career with a public gas and electric company and over the course of 14 years held various positions from Customer Service Representative to Accounting Supervisor. After relocating to Florida, Ms. Holloway spent 22 years in the field of government finance progressing from accountant to finance director. For the past 2 years, Ms. Holloway has provided consulting services with significant project and client relationship responsibilities to a variety of governmental entities.

EDUCATIONAL AND PERSONAL

Ms. Holloway's received her bachelor's degree from Notre Dame of Maryland University in Baltimore, Maryland. She is a certified public accountant and holds licenses in the State of Maryland and the State of Florida.