



ROBERT STICKNEY

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NEW ORLEANS, LA 70115

TEL: (504) 621-2927

RSTICKNEY@RPM-ASSOCIATES.COM

EDUCATION

BACHELOR OF ARCHITECTURE - TULANE UNIVERSITY, 1988

M.B.A. - TULANE UNIVERSITY, 1997

MASTER OF ARCHITECTURE - TULANE UNIVERSITY, 2004



Relevant Experience

Mr. Stickney assists colleges, universities, government agencies, and corporations in the areas of capital projects, administration, financial operations, internal controls, and forensic accounting.

Representative Clients

Mr. Stickney's clients have included:

Alliant Energy
American Express Corporation
American Transmission Corporation
California State University System
(Director of the University Auditor)
Chicago Housing Authority
City of Chicago Department of
Transportation
City of Chicago Department of Water
Management
City Colleges of Chicago
Chicago Public Schools
Consumers Energy
Dillard University
Dominican University
Emory University
Exelon Corporation
Frederick County Maryland Public
Schools

Goshen College
Illinois Institute of Technology
Iowa State University
Jazz at Lincoln Center
Johnson C. Smith University
John Muir Health
Kansas City Missouri Schools District
McDonalds Corporation
Middle Tennessee State University
Milwaukee Public School System
Morehouse College
Morehouse School of Medicine
Ohio University
Peabody Energy
Prairie State Generating Company
Purdue University
Rockefeller University
State University of New York at Geneseo
Texas Southern University

The Louisiana Road Home
Tulane University
University of California, Berkeley
University of California, Irvine
University of Louisiana at Monroe
University of Maine (System)
University of Mississippi
University of Missouri
University of North Carolina at Chapel Hill
University of Redlands
University of Rhode Island
University of Washington
Washington Hospital and Healthcare
System
Yale University
Yale New Haven Hospital

Mr. Stickney's specific experience includes business and financial process analysis and redesign, supply chain management, capital project budgeting and financing (including long-term, multi-project pro-forma planning and budgeting), facilities management, campus planning, construction management, administrative and outsource contract negotiation and management, architectural programming, design, and the utilization of CAD, CMMS, and CAFM software systems in the maintenance and construction environment.

Robert has authored and co-authored several articles on construction risk management and planning. He has been interviewed and quoted in national publications such as Kiplinger's Personal Finance, the New York Times, and Facilities Officer on the subject of construction risk management, university housing, and off-campus development.



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Representative Accomplishments

- Conducted an assessment of Iowa State University's budget model three years after implementing a new Responsibility Center Budgeting system. Working with an internal assessment team, organized a symposium of campus stakeholders and then conducted focus groups and interviews with participants in the budget process from all areas and at all levels in the University. Formulated an assessment of the key concerns related to ISU's new budget model and suggested potential changes.
- Developed a cost model and funding projections for a five-year strategic plan for Morehouse School of Medicine. Work included developing a list of projects and initiatives related to each of the major components of the plan: education, research, clinical/community health, philanthropy/public value, and workplace/operations. Interviewed stakeholders to determine the major worksteps associated with each initiative, timelines, anticipated costs/revenue streams, and developed probability assessments of the likelihood of realizing funding broken down by revenue sources (grants, project generated income, fund-raising/gifts, and internal operating funds). Working with an executive committee that included MSM's President, Dean of Medicine, and CFO, projects were then prioritized and incorporated into a series of yearly action plans.
- Conducted an assessment of potential cost savings and opportunities for enhanced efficiencies within Division of Student Affairs at the University of California -Irvine. The assessment included alternate organizational models, management structures, outsourcing options, and process changes to provide increased efficiency and cost reductions.
- Assisted Morehouse College with a variety of projects related to its business and finance functions. Services included the development of a cash flow model and projections, development of enrollment models and financial projections, construction cost audits of a \$23M performing arts center, contract and billing reviews of auxiliary service vendors, and the development of policies and procedures for the college's purchasing operations.
- Assisted John Muir Health (Walnut Creek, CA) in a review of project management practices and controls related to the construction of two new hospital facilities totaling more than \$800M. The projects included a new, 380,000 sq. ft., addition housing 242 beds, and a five-floor tower that included expansion of ER facilities and a cardiovascular institute. Our work included review for compliance with existing project management procedures and controls, as well as the formulation of recommendations for enhancing
- Provided a variety of financial and project management consulting services to the Chief Financial Officer at Yale University. Projects included:
 - Development, production, and analysis of monthly financials
 - Development and analysis of financial metrics
 - Preparation of annual financial plans
 - Design of internal financial control strategies
 - Design and development of financial policies and procedures
 - Development of financial presentations for the Yale Corporation Finance Committee and Audit Committee
- Assisted a regional healthcare organization in California to conduct a review of the Client's capital program, including but not limited to, the overall organization, structure and management of capital projects from strategic planning through ongoing facility management along with a detailed review of specific capital projects. Upon completion of the program review, provided support and assistance with implementing a number of corrective actions identified within our initial report, including the development of newly revised real estate and construction policies and procedures governing the planning, execution and tracking of capital projects as well as advising and assisting the client with their ongoing and future capital expansion programs.
- Assisted a hospital in developing a construction policy and procedures manual as part of the enhancement of project management capabilities in preparation for a \$400M construction project. Work included facilitating process design sessions and assisting the client by addressing the gap between current practices and the enhancements required to effectively manage a major capital construction program.
- Conducted a program review and analysis of project management practices related to the construction of a \$435M 345kV Transmission line for a Midwest utility. The program review included analysis of construction management, engineering, and contractor/subcontractor contracts and billings, schedule and earned value analysis, and project



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budgeting and reporting mechanisms.

- Led an engagement team in a review of project management practices, project billings, and accounting controls for a portfolio of construction projects totaling more than \$320M, including more than 175 miles of 345kV and 115kV transmission lines, substation construction and upgrade projects, and a number of smaller (\$2-\$10M) infrastructure improvements. Tasks performed included an analysis of project management tools and practices, and analyzing costs for compliance with contractual agreements -including analysis and testing of labor transactions, reimbursable costs, and internal accounting and control processes used for tracking project costs.
- Conducted a construction risk assessment and assisted in developing the annual audit plan for a major Midwest utility company.
- Developed a long-term financial plan, including pro-forma financial models, for the Department of Housing and Residential Life at Middle Tennessee State University. The project provided a self-funded, debt service based, upgrade of the existing housing stock and construction of two new residence halls over a fifteen-year period. The project was conducted in two phases. Phase I included an assessment of the current housing stock, analysis of the local real estate market, enrollment projections, demand analysis for on-campus housing, and an analysis of peer institution housing offerings and programs. Phase Two consisted of the development of system-wide and individual revenue and expense models for renovation and new-construction. Managed and led similar engagements for Goshen College, Texas Southern University, the University of Maine System, and the University of Redlands.
- Conducting analyses of the long-term financial impact of various capital investment and bond issuance scenarios at various institutions, including Rockefeller University, Dominican University, and the Center for Disease Control.
- Managed budgeting process assessments and redesign projects for the Illinois Institute of Technology, the Keenan-Flagler School of Business at the University of North Carolina – Chapel Hill, and The Ohio University Department of Facilities and Auxiliaries.
- Over a five year period, led an engagement team that conducts annual audits of various campus construction projects for the Office of the Internal Auditor of the California State University System. The project involved the review of project management procedures, billing practices, and change order analysis for six individual construction projects each year.
- Led an assessment and redesign of the business and finance operations (including payroll and HR) at Johnson C. Smith University. The review resulted in recommendations related to revamping processes for grant expenditure approvals, streamlining purchasing operations, and remediation of a number of outstanding issues related to the implementation of its administrative computing systems (CMDS Teams 2000) – particularly focusing on the need for increased staff training, and the revision of monthly management reporting instruments, among other issues.
- In response to a "No Opinion" finding by the Legislative Auditor, managed a team of consultants in revising and streamlining the financial close procedures and the financial statement preparation processes of the University of Louisiana at Monroe. As a result of this work, the Legislative Auditor rescinded the "No Opinion" finding and issued a "clean bill of health" for the revised financial statements.
- Led a campus-wide materials management redesign and inventory reduction initiative as part of the reorganization of George Washington University's purchasing, accounts payable, and materials management functions into a single supply chain organization. By moving GW to a just-in-time purchasing system, the client achieved a 65% reduction in inventory carrying costs, as well as a significant reduction in materials management staffing levels while increasing the service levels to administrative units.
- As part of a system-wide implementation of the PeopleSoft financial module, conducted a review and redesign of management reports for the payroll and human resource functions of the University of Missouri.
- Facilitated a redesign of the admissions and registration process in preparation for a Datatel implementation at the Center for Creative Studies in Detroit.
- Led the reorganization of the fund raising and development functions at Texas
- Southern University in conjunction with the implementation of the SCT – Banner 2000 Alumni and Development Module.
- As part of a \$1M Business Process Redesign (BPR) of a Pacific Northwest public university's Facilities Maintenance Department, led redesign of the alterations process and preventive maintenance program. Prior to redesign, maintenance employees were completing less than 40% of their scheduled PM projects. After implementing the revised PM process changes, PM completion rates increased to 85% over a two-year period. Additional accomplishments include



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establishing dedicated alterations project managers to provide fixed price contracting for alterations projects and establishing key performance indicators for a balanced scorecard to gauge project management effectiveness.

- Conducted a review of the Capital Construction Division of a large Midwest housing authority. The project involved review of construction management, procurement and contracting practices, and detailed sampling and review of contractor cost estimates, time and material billings, and project closeout documents for the authority's Scattered Site Housing Rehabilitation program.
- Completed a performance assessment of a Midwest public university's job order contracting process. Key recommendations included revisions to current evaluation procedures for contractor estimates, change order analysis processes, and enhanced financial reporting procedures.
- Led an assessment and redesign of the Facilities Design and Construction Management operation in the Frederick County (Maryland) Public School System. Key focus areas included strategic planning, project budgeting, contracting, project management, field inspection, and financial reporting processes and procedures. Conducted similarly scoped engagements for:
 - Kansas City Missouri School District
 - Chicago Housing Authority
 - Chicago Department of Transportation
 - City of Chicago Department of Water Management.
- Led a review and assessment of the operational, capital budgeting, and management procedures, processes, and policies of the Facilities Operation Division of the Milwaukee Public Schools.
- Conducted a review of the Chicago Public School's custodial contractors and reviewing vendor compliance with the contract requirements. The final results of this review included recommendations to identify alternative contract performance measures and cost savings related to the administration of custodial contracts.

Professional Background

A former private sector architect, Robert served as Director of KPMG's Midwest Real Estate and Construction Forensic Services Advisory Practice. Prior to assuming that role, he served as Senior Manager for KPMG's Higher Education Advisory Services Practice. Robert was with KPMG for 10 years and left the firm in February of 2008 to found RPM Associates, LLC with David Maddox.

Mr. Stickney held management positions at Tulane University (from 1991 to 1998) in the Office of the President, the Vice President for Finance and Administration (including interim responsibilities with the Office of the University Treasurer), the Department of Housing and Residence Life, and the Office of Campus Planning at Tulane University.

