

**Program Support Services (PSS)
Personnel Resume**

George Bayer

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PSS LC: Subject Matter Expert

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Background

Mr. Bayer has over 20 years of finance and program management experience, building complex, discounted cash flow models, evaluating business cases, creating budgets and forecasts, and developing benefits and cost estimates across multiple industries including Aviation, Energy (Oil, Gas, and Power), Entertainment, and Information Technology. Mr. Bayer's strengths include strategic and analytical thinking, the development and analysis of business cases, portfolio analysis, collaborative teamwork, buy-versus-lease analyses, capital investment appraisal, and the building of flexible, complex financial models.

Work History and Professional Accomplishments

Senior Director – Growth, Strategy, & Service Delivery	Cobec Consulting, Inc. Washington, DC	4/2019 - Present 1 Yrs, 8 Mos
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- Directed finance teams in the cost/benefit analysis and valuation of 12 major Federal Aviation Administration (FAA) capital investments.
- Develops innovative quantifiable solutions to support FAA clients for agency strategic initiatives, including valuation, benefits quantification, cost estimation, lifecycle analyses, infrastructure sustainment analyses estimating legacy obsolescence, value stream analyses, and integrated supply chain optimization strategy
- Leading benefits analyst for the CLMRS group of programs, AMMS, and OARS, responsible for identifying and evaluating program and portfolio shortfalls and quantifying program benefits that are aligned with the FAA's performance goals
- Designs and directs strategic growth for FAA business and other external Cobec businesses – includes organic growth, new business opportunities, and contract proposal writing
- Directing 22 management consultants in the investment analysis of 12 business cases with CAPEX in excess of \$1.1B, creating program requirements, developing Life Cycle Cost Estimates (LCCEs) and Independent Government Cost Estimates (IGCEs), preparing statements of work, conducting proposal evaluations, leading and evaluating market surveys, creating investment analysis and implementation schedules, and quantifying benefits and shortfalls for major capital investments in the Program Management Organization (AJM), Enterprise Concept Engineering, Operational Requirements & Integration (AJV-7), Aviation Safety (AVP-22), and Technical Operations (AJW) at the Federal Aviation Administration (FAA)

Director of FAA Programs	Cobec Consulting, Inc. Washington, DC	10/2015 – 4/2019 3 Yrs, 6 Mos
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- Directed investment analysis teams of 33 management consultants (50% of all Cobec staff), developing 15 business cases, creating program requirements, developing Independent Government Cost Estimates (IGCEs), preparing statements of work, conducting proposal evaluations, creating investment analysis and implementation schedules, and quantifying benefits and shortfalls for major capital investments for the FAA
- Quantified capital investment benefits in excess of \$1.5B for three major FAA acquisitions and infrastructure capital investments

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- Conducted sustainment analyses and legacy system failure projections to determine program end-of-life and project inventory depletion for a major infrastructure program with \$950MM in lifecycle operations costs

Manager	Cobec Consulting, Inc. Washington, DC	10/2014 – 9/2015 1 Yrs, 0 Mos
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- Managed a team of management consultants, developing business cases, conducting cost estimates, and quantifying benefits and shortfalls, and directing investment analysis for major FAA program acquisitions

Program Manager (AJM-234)	Federal Aviation Administration (FAA) Washington, DC	1/2013 – 10/2014 1 Yrs, 10 Mos
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- Led the implementation of the Joint Procedures Automation Management System (JPAMS), a FAA program designed to digitize Air Traffic Control manuals and procedures in a searchable HTML and PDF format.
- Managed team of analysts and technical experts in the evaluation and procurement of the Precision Runway Monitor (PRM-R) program, a replacement advisory radar system for San Francisco and Atlanta, critical for flight arrival operations during Instrument Meteorological Conditions (IMC)
- Developed benefits and cost models to re-baseline the Logistics Center Support System (LCSS) program.
- Conducted cost-benefit analysis for radar rotary joint cost savings initiative.

Business Case Lead Investment Planning & Analysis (IP&A – AFI-100)	Federal Aviation Administration (FAA) Washington, DC	5/2009 – 1/2013 3 Yrs, 7 Mos
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- Led Finance teams in the evaluation of major IT capital investments for the Next Generation (NextGen) initiative at the FAA
- Provided financial analysis (economic valuation, cost estimation, schedule analysis, benefit quantification, and risk analysis) and conducted Independent Evaluation Reviews (IERs) for 15 business cases ranging from \$30MM to \$2B and presented recommendations to the Chief Financial Officer (CFO)
- Successfully negotiated with the program office for Nexcom radio replacement, saving the agency \$25MM
- Introduced and applied Real Option theory to quantify benefits for major National Airspace (NAS) programs
- Facilitated the development of an integrated Supply Chain System for the NAS, collaborating with Technical Operations and the Logistics Group on four critical maintenance and supply business cases
- Directed airport feasibility analysis for the Precision Runway Monitor (PRM) business case, resulting in savings of \$32MM and program decommissioning at three airports
- Developed benefits economic model for Mobile Airport Surveillance Radar (MASR) acquisition, quantifying shortfalls for airport in-service moves in the absence of primary and secondary radar

Senior Financial Analyst Investment Appraisal	Manti Resources, Inc. Corpus Christi, TX	5/2008 – 5/2009 1 Yrs, 0 Mos
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- Developed cash flow forecasts for corporate subsidiary companies, evaluated potential acquisitions and corporate divestitures, and created adhoc E&P financial analyses, reporting to the Chief Financial Officer of a \$900MM integrated oil and gas conglomerate.
- Created discounted cash flow (DCF) valuation models for five vertically integrated subsidiary companies with an aggregate net present value (NPV) of \$36MM
- Implemented collections processes and cash-flow forecasting improvements at Dynamic Drilling Fluids, reducing bill collection by 15 days per invoice, reducing required working capital, and increasing cash flow by more than \$1MM
- Developed cash flow forecast and pro-forma model for Manti subsidiary Spirit Drilling Fluids (SDF) with annual revenue of \$120MM prior to and during the corporate sale of SDF to National Oilwell Varco

Commercial Analyst	BP Houston, TX	8/2006 – 5/2008 1 Yrs, 9 Mos
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- Developed annual plan, long-term plan, and monthly Global Financial Outlook (GFO) for the functions of six teams under the Gulf of Mexico Strategic Performance Unit
- Created \$1.3B economic buy vs. lease valuation and NPV analysis for Drilling & Completions Group
- Composed five-year, \$876MM Long Term Capital Commitment Financial Memorandum (FM) with offshore drilling contractor Pride International to secure a deepwater new build rig for BP

Sr. Financial Analyst – Corporate Development	Nextera Energy Juno Beach, FL	1/2006 – 7/2006 0 Yrs, 7 Mos
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- Analyzed potential merger and acquisition targets for FPL Group.

Resorts Finance – Sr. Financial Analyst	The Walt Disney Company Lake Buena Vista, FL	12/2003 – 12/2005 2 Yrs, 0 Mos
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- Managed the financial operations (budgeting, forecasting, and analysis) at Disney's Animal Kingdom Lodge with two direct reports.
- Coordinated and administered Forecasts, Operating Objectives, Annual Operating Plan, Quarterly Business Reviews, and Financial Statements to the General Manager for a 1,300-room deluxe resort.
- Prepared all Financial Planning and Analysis (FP&A) for Caribbean Beach Resort and Animal Kingdom Lodge, analyzing annual and quarterly variances between budget and actuals.
- Constructed an economic valuation model to calculate the NPV and IRR of expanding Wanyama Safari operations at Disney's Animal Kingdom Lodge with over \$400K of incremental value.

Economist – Business Development/ Investment Appraisal	ConocoPhillips Houston, TX	12/2003 – 12/2005 2 Yrs, 0 Mos
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- Developed business cases in the Investment Appraisal Division of Finance for major power and refinery acquisition projects, leading a team consisting of business developers, tax accountants, treasury analysts, engineers, lawyers, and economists.
- Constructed risk-adjusted, discounted cash flow (DCF) economic models to determine the value of domestic and international power projects.
- Led the economic analysis for the \$360MM acquisition and gas-powered conversion of the Hiep Phuoc power plant in Vietnam to monetize corporate off-shore gas reserves.

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- Created a comparative valuation model including both internal and outsourcing options for a \$100MM domestic steam and power cogeneration project for a corporate refinery.
- Utilized several analysis tools including an international political risk model, real options, and Monte Carlo simulations to assess the risk and uncertainty associated with project cash flows.

Full Time MBA Student	The University of Texas at Austin Austin, TX	8/1999 – 5/2001 1 Yrs, 8 Mos
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- Full-time MBA student at The University of Texas at Austin, concentrating in Corporate Finance and Energy Finance

Senior Accountant	Ocwen Financial Corporation West Palm Beach, FL	8/1997 – 7/1999 2 Yrs, 0 Mos
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- For residential loan originations and loan servicing, reconciled all BCD (sub-prime) loan-clearing accounts with an average portfolio balance of \$300MM for Ocwen Federal Bank and Ocwen Financial Services.
- Reduced manual processes by 50% by automating the loan-origination boarding process.
- Created and implemented a new accounting interface and performed intercompany reconciliations.

Financial Manager	Biocomp Technologies, Inc. South Bay, FL	1/1997 – 8/1997 0 Yrs, 8 Mos
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- Generated monthly financial statements to facilitate price forecasting and to retain liquidity
- Performed quarterly budget forecasts to monitor spending and profit planning

Education		
Master of Business Administration (MBA)	The University of Texas at Austin Austin, TX	5/2001
Bachelor of Science in Business Administration (BSBA) Double Major – Finance & English	University of Florida Gainesville, FL	12/1996
Professional Certifications		
Project Management Professional (PMP)	Project Management Institute (PMI)	2013 - 2022
FAA Level 1 Program/Project Management (P/PM) Certification		12/2013

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I, <u>George Bayer</u> , do attest that the above information is true and complete.	
Signature: <u>George Bayer, /</u>	Date: 11/30/2020