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### **Summary of Qualifications**

A highly motivated and knowledgeable professional with 25+ years of progressive and solid experience in the field of auditing accounting and finance in a wide variety of industries, such as municipalities, manufacturing, retail, construction, food and hospitality, not-for-profits, institutions of higher education and transportation agencies and authorities. Specifically, I have extensive experience in auditing governmental entities and programs both as an internal and external auditor. I have served as a senior audit manager in the audits of the City of Detroit and the Charter County of Wayne for multiple years.

As the Chief Internal Auditor, I was responsible for the effective and efficient operation of the internal audit function. I have extensive experience in developing and implementing risk-based annual audit plans, directing the overall performance of audit procedures, including planning, organizing, and monitoring of audit operations and engagements. My experience includes performing performance, compliance, operational and financial audits of departments and business processes. Some key responsibilities included providing assessment on the adequacy of business processes and controls and evaluating the effectiveness of those processes and controls in identifying risks, achieving objectives, compliance with laws and regulations, ensuring resources and assets are used efficiently and adequately protected, financial and operating information are accurate, reliable and timely and continuous improvement is fostered in those processes and controls.

I have always set high standards of performance and work ethics for myself and my staff and consistently conducted engagements in a manner that added value, improved operations and assisted management, the audit committee and the board of directors in the effective discharge of their responsibilities. I played a strategic role in understanding and analyzing business processes, operations and internal controls through audit engagements and I have consistently made audit recommendations that have resulted in improving business processes, operations and controls.

I have exceptional management and leadership skills and the ability to work with diverse interest groups in a collaborative and participative manner without sacrificing integrity and independence. Over the years, I have been able to build and maintain trust both with management and the audit committee. Throughout my career, I have delivered exceptional, objective, fair and impartial services to my clients and to the organizations I have served. Under my leadership, the internal audit department was rated as “excellent” in a two Quality Control Assessments performed by the Institute of Internal Auditors.

I also served as the interim Chief Financial Officer (CFO) for a year. In this role, I was responsible for providing overall leadership, direction and oversight for all the finance functions and played a key role in anticipating and planning for current and future financial needs of the organization. My primary responsibilities included maintaining the integrity of the financial reporting systems and overseeing the implementation of new accounting standards, managing a robust debt program and ensuring compliance with debt covenants and funding requirements, developing and maintaining operational and capital project budgets and monitoring compliance with approved budgets, managing the pension program and ensuring compliance, overseeing the capital improvement plan and managing funding for capital projects, managing the cash and investment and insurance risk and safety programs.

As the interim CFO, I gained valuable experience in overseeing the external audit of the financial statements that received the Government Finance Officers Association’s award for *Excellence in Financial Reporting*. I played a strategic role in developing and formulating the annual operating and five-year capital budgets and successfully issued revenue bonds to finance capital projects.

### **Areas of Effectiveness**

- Solid understanding of business processes, goals, objectives, risks and internal controls
- Proven ability to identify organizational risks and formulate risk-based audit plans
- Well-practiced ability to assess adequacy and effectiveness of business processes and controls
- Unwavering commitment to process improvement and value add through the audit process
- Sound knowledge of the principles and techniques of financial planning and analysis
- Hands-on experience in budgeting and forecasting processes
- Knowledge of Enterprise Risk Management and Internal Control Framework
- Strong understanding of *Professional Internal Auditing Standards* and *Codes of Ethics, Generally Accepted Accounting Principles* and *Government Auditing Standards*
- Well-practiced ability to research technical issues on accounting and auditing matters, analyze problems and formulate solutions
- Proven ability to handle sensitive and privileged information and maintain confidentiality
- Well practiced ability to manage multiple tasks simultaneously
- Effective management and leadership skills
- Well-practiced ability to work effectively with internal and external stakeholders, management and audit committee
- Excellent verbal and written communication skills
- Proven ability to effectively motivate staff to improve and maintain high quality job performance

### **Notable Accomplishments**

- Established a new internal audit department from inception
- Developed the department's *Policies and Procedures Manual* that received excellent rating from the Institute of Internal Auditors' Quality Control Assessment Team
- Developed and implemented risk-based audit plan by incorporating organizational strategies, objectives, goals, business processes and risks for determining the audit universe and the auditable activities within the universe
- Established a Fraud and Ethics Hotline Program for fraud, ethics, waste and abuse complaints
- Consistently provided audit recommendations that have resulted in adding value, improving business processes and reducing operating costs
- Recovered more than \$3 million in overbillings and under-reported revenues
- Established a Quality Assurance Program for the internal audit department and successfully completed two *External Quality Assessments* of the department's activities conducted by the Institute of Internal Auditors
- Re-evaluated key finance functions and instituted a culture of continuous improvement

## **Professional Experience**

### **Wayne County Airport Authority**

*A public transportation authority entrusted with the responsibility to operate, control and manage one of the busiest airports in North America in terms of traffic movements.*

***Vice President of Internal Audit/Chief Internal Auditor; February 2019 – July 2019 and April 2003 – January 2018***

#### ***Key responsibilities included:***

- Developing and implementing an annual audit plan using risk-based methodology
- Directing the overall performance of audit procedures, including planning, organizing, directing and monitoring of internal audit operations
- Providing reasonable assurance that organizational risks are appropriately identified and managed
- Assessing the adequacy of processes and controls designed to address risks and achieve objectives
- Evaluating the effectiveness of processes and controls in addressing risks, achieving objectives
- Evaluating compliance with established policies, procedures, laws and regulations
- Providing reasonable assurance that organizational resources and assets are economically acquired, used efficiently and adequately protected
- Providing reasonable assurance that financial and operating information is reliable and timely
- Ensuring continuous improvement is fostered in processes and controls
- Making process improvement and value-added comments and recommendations
- Assisting senior management on risk related matters as a consulting advisor
- Communicating results of audit and consulting engagements via written and oral reports
- Administering the Fraud & Ethics Hotline Program and investigating complaints
- Hiring, training and developing a professional audit team
- Evaluating audit staff and taking corrective actions to address performance issues
- Providing on-going training, coaching and supervision to staff
- Pursuing professional development opportunities, including internal and external training
- Providing report to the audit committee on sufficiency of audit resources
- Establishing and implementing a Quality Assurance Program to comply with the *Professional Standards* of the Institute of Internal Auditors
- Coordinating with other control and monitoring functions such as risk management, compliance, security, legal, ethics and external audit
- Keeping the audit committee informed of emerging trends and successful practices in auditing
- Interacting with various governance groups and regulators to recognize legislative or regulatory issues impacting the Authority and appropriately addressing them
- Planning and implementing consulting engagements for management and the audit committee

***Interim Chief Financial Officer, February 2018 – January 2019***

***Key responsibilities included:***

- Providing leadership, direction and oversight on all financial functions
- Maintaining the integrity of the reporting and disclosure of financial information
- Overseeing the implementation of new accounting standards
- Overseeing a Debt Management Program that optimizes the appropriate mix of fixed and variable rate debt and maturities and compliance with debt covenants, including new bond issuances and bond refunding opportunities from inception to final issuance
- Maintaining compliance with all the mandatory funding requirements in accordance with the Master Bond Ordinance and Airlines Lease and Use Agreements
- Overseeing the Construction Funds that supports the Capital Improvement Plan (CIP)
- Developing the annual budget and long-term business plan as well as comprehensive monthly, quarterly and annual financial reporting and analysis
- Guiding the budget development and approval process.
- Monitoring actual use and compliance with approved budget
- Participating in Weighted Majority discussions on capital projects with airlines and presenting annual operations and CIP budgets to airlines and the Authority Board
- Developing and conducting financial studies, providing recommendations on proposed capital investments, developing and managing funding plans for capital projects
- Completing and coordinating the completion of applications for Passenger Facility Charges (PFCs), grants, and other funding requests and managing compliance with PFC and grants rules and regulations
- Managing an Insurance Risk Management and Safety Program that complies with applicable insurance and safety rules and regulations and FAA mandates
- Directing and overseeing the management of cash and investments in accordance with the Investment Policy and applicable laws and regulations
- Overseeing the financial performance of the Airport Hotel and reviewing and approving its budget
- Communicating goals, strategic plans and needs of organization to CFO staff
- Monitoring staff performances against goals and objectives and taking appropriate actions for performance improvement initiatives
- Developing, initiating, enforcing internal controls, policies and procedures as they pertain to financial processes and systems
- Representing the interests of the CFO Office on cross-functional Airport Teams, Senior Management Team meetings and Airport Authority Board meetings and keeping Senior Management Team abreast of all current and future activities that have financial implications/impact
- Presenting the CFO monthly financial report to the Board
- Representing the Airport Authority at professional or industry specific conferences, organizations and client/customer meetings, government hearings and promotional events
- Aligning the CFO Office duties with organizational goals through restructuring tasks, duties, scope and directing the growth of the CFO Office
- Determining staffing and evaluating candidates for promotion or employment

**Istakur Rahman, CPA, CIA, ACA, CGMA, CITP, CRMA, CM**

**KPMG LLP**

*A Big 4 Global Assurance and Consulting Firm*

***Assurance Senior Manager, July 2000 – March 2003***

***Assurance Manger, July 1998 – June 2000; Supervising Senior Auditor – November 1996 – June 1998***

*Key responsibilities included:*

- Managing all phases of financial and compliance audit engagements in a variety of industries, such as municipalities, transportation authorities, colleges and universities, nonprofit organizations, federal and state funded organizations, hospitality and manufacturing organizations
- Providing leadership for up to three audit teams simultaneously
- Making presentations to management and audit committees
- Monitoring audit engagements from planning to issuance of reports
- Supervising senior and staff auditors and reviewing their work
- Assisting clients on implementation of new technical pronouncements
- Negotiating fees with clients and winning proposals
- Conducting technical training sessions for audit staff and client personnel
- Delivering audit reports timely while maintaining planned level of profitability on engagements

**George Johnson & Co., Certified Public Accountants**

*A Certified Public Accounting Firm specializing in audit, taxation and consulting*

***Audit Manager, July 1995 – October 1996***

***Senior Auditor, July 1992 – June 1995; Staff Auditor, June 1990 – June 1992***

*Key responsibilities included:*

- Managing all phases of financial and compliance audit engagements in a variety of industries, such as nonprofit organizations, municipalities, federal and state funded organizations
- Conducting multiple audit engagements; reviewing and supervising staff work

**Education**

*Masters in Business Administration (MBA), Wayne State University, Detroit, Michigan*

*Bachelor of Commerce (BCom), Delhi University, Delhi*

**Professional Certification**

*Certified Public Accountant (CPA)*

*Certified Internal Auditor (CIA)*

*Chartered Accountant (ACA)*

*Chartered Global Management Accountant (CGMA)*

*Certified Information Technology Professional (CITP)*

*Certification in Risk Management Assurance (CRMA)*

*Certified Member (CM)*