



2025 AFERM Virtual Summit

Oct. 21-22, 2025

Speaker Information

Tuesday, Oct. 21

8:45 – 9:00 AM | Welcome & Opening Comments



Dr. Noha Gaber, AFERM Summit 2025 Committee Chair

Dr. Noha Gaber is a public sector leader with over 20 years of experience driving transformational change across federal agencies. Throughout her career, she has held senior leadership positions in five U.S. federal agencies: the Environmental Protection Agency, the National Oceanic and Atmospheric Administration, the Architect of the Capitol, the Economic

Development Administration, and the White House Office of Management and Budget. Dr. Gaber specializes in strategic planning and executing initiatives that deliver measurable improvements in organizational effectiveness and excellence. Most recently, she served as EPA's first Chief Risk Officer (Interim), where she developed the agency's comprehensive enterprise risk management strategy and framework. In this role, she secured leadership buy-in and successfully designed governance structures with a focus on integrating risk management with strategic planning and performance management.

Previously, as EDA's inaugural Chief Strategy Officer, Dr. Gaber led an inclusive strategic planning process and developed the agency's first strategic plan during a period of expanded mandate. She defined and implemented strategy management governance structures while overseeing strategic initiatives to advance organizational goals and strengthen institutional effectiveness.

Beyond her agency roles, Dr. Gaber has demonstrated leadership in government-wide improvement efforts, including chairing the Federal Improvement Team and the Task Force on Assessing and Improving Management Quality in Federal Agencies. She has also served on the White House Advisory Group for Senior Executive Service Reform. Dr. Gaber holds a Ph.D. and B.Eng. in Environmental Engineering from the University of Southampton, England, and is certified as a Risk Management Professional with Federal Micro-credential (RIMS-CRMP-FED).



Dr. Karen Hardy, AFERM President

Dr. Karen Hardy is the Principal and Chief Risk Officer of Strategic Leadership Advisors LLC and a 2023 inducted Fellow of the National Academy of Public Administration (NAPA). She is an adjunct faculty of the GMU School of Business CRO Program. As the former deputy CRO at the US Department of Commerce and ERM leader at the National Institutes of Health, during her federal career, Dr. Hardy has collectively led the development of ERM practices across 39 public organizations. At Commerce, a multi-billion-dollar cabinet-level agency, she designed and led ERM across 12 bureaus from the ground up, impacting 47,000 employees. Her program and operation were cited by GAO as a leading practice across government, which included NOAA, recipient of the AFERM Luminary Award.

As a founding Board Vice President of the Association of Federal Enterprise Risk Management, Dr. Hardy received the Risk Management Hall of Fame Award in 2017. She continues to serve as a senior advisor for numerous agencies, boards, and NGOs, nationally and internationally. Dr. Hardy is a graduate of the Federal Executive Institute and recipient of two Bronze Medal Awards and holds a doctorate in Organizational Leadership and Human Resource Development.

9:00 – 10:00 AM | Plenary Session

Navigating Federal Transformation: Why Enterprise Risk Management is Mission-Critical in an Era of Government Reinvention - 1 CPE

Sponsored By: Deloitte



David Walker, Former Comptroller General of the United States

Dave is a nationally and internationally recognized fiscal responsibility, and government transformation/ accountability expert. He has over 40 years of top executive level experience in the public, private and non-profit sectors, including heading three federal agencies (two ERISA agencies), three non-profits, and leading a global service line for Arthur Andersen LLP. His most recent full-time federal position was as the seventh Comptroller General of the United States and CEO of the U.S. Government Accountability Office (GAO) for almost 10 years (1998-2008).

Most recently, Dave served as the Distinguished Visiting Professor and Crowe Chair at the U.S. Naval Academy where he taught the Economics of National Security. He serves on several government and non-profit Boards and Advisory Committees, including the Defense Business Board, as Chair of the Federal Fiscal Sustainability Foundation, and as a National Co-Founder of No Labels.

10:00 – 10:50 AM | Session

The Need of the Hour is ERM - 1 CPE



Soumya Chakraverty, President and Managing Consultant of Risk Pro Solutions

Soumya is the President and Managing Consultant of Risk Pro Solutions. With nearly twenty five years of background in risk management, including experience working for Big 4 consulting firms, large financial institutions and government agencies, he is considered a subject matter expert in enterprise, operational and technology risk with a focus on risk management and internal controls maturity. He has helped with the design and implementation of ERM frameworks to facilitate improved governance, enterprise-wide risk identification, and integration of multiple silo-ed risk management programs. To help improve risk visibility and remove redundancy and overlap. A past Board member and an active volunteer for the AFERM, Soumya is passionate about ERM. A regular public speaker, he has also published numerous articles on ERM and GRC



Tom Brandt, Chief Risk Officer (CRO) and Director of Planning and Risk for the Federal Retirement Thrift Investment Board (FRTIB)

Tom Brandt is a risk management practitioner and senior executive in the federal government. With three decades of federal service, he is currently the Chief Risk Officer (CRO) and Director of Planning and Risk for the Federal Retirement Thrift Investment Board (FRTIB). He previously served as CRO for the Internal Revenue Service (IRS). He is a fellow with the National Academy of Public Administration, a past president of the Association for Federal Enterprise Risk Management (AFERM) and served as chair of the OECD Forum on Tax Administration's ERM Community of Interest from 2018–2021. In

November 2021, the IRS's Enterprise Risk Management Program was awarded by RIMS (The Risk Management Society) their 2021 Global ERM Award of Distinction.

In November 2024, the FRTIB was also recognized with the same award. In November 2024, Tom received the ERM Hall of Fame Award from AFERM in recognition of longstanding efforts to advance the practice of ERM in the U.S. Federal government.



Tom Stanton, Former president of AFERM, former member of the federal Senior Executive Service, and Fellow of the National Academy of Public Administration (NAPAA), Director of Enterprise Strategy Integration within the Office of Strategy and Transformation at the Bureau of Fiscal Service

Thomas H. Stanton is a former president of AFERM, former member of the federal Senior Executive Service, and Fellow of the National Academy of Public Administration (NAPAA). In 2017 NAPAA honored him with the George Graham Award for Exceptional Service. In 2018 AFERM honored him with the Enterprise Risk Management Hall of Fame award. He serves on the National Council of the American Society for Public Administration (ASPA). In 2025 ASPA honored him with its Presidential Citation of Merit. Mr. Stanton teaches for the Center for Excellence in Public Leadership at George Washington University and has co-edited two books on ERM in government. Mr. Stanton holds degrees from the University of California (Davis), Yale University, and the Harvard Law School. He has written books that include *A State of Risk: Will Government Sponsored Enterprises be the Next Financial Crisis* (Harper Collins, 1991) and *Why Some Firms Thrive While Others Fail: Governance and Management Lessons from the Financial Crisis* (Oxford, 2012). Many of his writings can be found at www.thomas-stanton.com.

10:50 – 11:00 AM | Break

**1:00 – 11:50 AM | Concurrent Education Breakouts
(Earn up to 1 CPE)**

Using GenAI to Fight Fraud - 1 CPE



Moderator: Wilmer Graham

With over 30 years of federal service—20 of those in executive leadership—Wilmer J. Graham is a trailblazer in public sector strategy, performance, and risk. As the Chief Risk Officer at the U.S. Department of Housing and Urban Development (2021–2025), she led HUD’s enterprise and fraud risk management programs, shaping the Department’s approach to prioritizing mission-critical risks in technology, procurement, workforce, and operations. Her leadership enabled smarter decision-making and more strategic use of federal resources.

Wilmer’s impact extends beyond a single agency. During her federal tenure, she held executive roles at the Pension Benefit Guaranty Corporation, drove major initiatives under the White House Office of Management and Budget to improve government-wide performance, and spearheaded cross-agency collaboration to tackle payment accuracy and customer experience challenges.

A certified public accountant and an alumna of the University of North Carolina at Charlotte, Wilmer also completed executive education at the University of Michigan and the Federal Executive Institute. Throughout her career, she has championed future leaders through programs with AFERM, AGA, AAFEA, the Excellence in Government Program, and Hispanic-Serving Institutions.

Wilmer brings a seasoned, strategic voice to the future of enterprise risk management—one rooted in real-world experience, shaped by decades of cross-sector collaboration, and driven by a belief that the future of ERM is not only possible—it’s mission critical.



Panelist: Linda Miller, Co-Founder of TrackLight

A national authority on fraud prevention and detection, Linda Miller brings over 17 years of experience to her role as Co-Founder of TrackLight, an AI-enabled fraud prevention and detection platform.

Her deep expertise spans both public and private sectors, having served as the Deputy Executive Director of the Pandemic Response Accountability Committee and leading the Government Accountability Office’s development of the Fraud Risk Management Framework. Linda’s influential work extends to the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Fraud Risk Management Guide and contributing to the Fraud Reduction and Data Analytics Act.

A sought-after speaker and media commentator, she has testified before Congress five times and been featured in media outlets including 60 Minutes, NBC News and Business Insider.

Risk-Ready: Building Organizational Resilience through ERM - 1 CPE



Tamika Puckett, CRMP, Executive Vice President & Public Sector Practice Leader, Protecdiv, Inc.

Tamika Puckett is a seasoned public sector executive and enterprise risk management (ERM) leader with over 25 years of experience spanning risk management, operations, strategic planning, cybersecurity, and public administration. Currently serving as the Public Sector Practice Leader at Protecdiv, she drives strategy and engagement across middle market and large-scale public sector organizations.

Tamika has held pivotal leadership roles, including Head of Cyber Risk Management at Zoom Video Communications and Chief Risk Officer for the City of Chicago, where she spearheaded the development of citywide ERM framework. Her career also includes transformative roles with the City of Atlanta, Durham Public Schools, and Alexandria City Public Schools, where she led initiatives in risk mitigation, emergency management, and operational excellence. She most recently served as Head of Public Entity for Willis Towers Watson where she drove the national strategy and client engagement across large and complex public sector entities.

Her expertise encompasses enterprise-wide risk policy implementation, claims administration, financial analysis, and project management. Tamika is known for her ability to align risk strategies with organizational goals, foster cross-functional collaboration, and deliver measurable improvements in governance and compliance.

She holds a Master of Science in Financial Management from the University of Maryland and a Bachelor of Science in Criminal Justice from Georgia State University. She is also a Certified Risk Management Professional as designated by the Risk Management Society (RIMS).



Merline Barrington, Enterprise Risk Management Program Director at The Port Authority of New York and New Jersey

Merline Barrington is the Enterprise Risk Management Program Director at The Port Authority of New York and New Jersey. Merline's career at the Authority began in 2013, where she was selected for its competitive leadership rotational program. She quickly demonstrated her

expertise across multiple functions, including human capital, strategic planning, finance, and change management, before specializing in risk. In 2015, Merline joined Enterprise Risk Management as a senior analyst and rose quickly to increasingly critical roles.

Today, Merline leads Enterprise Risk Management as the program's first Director, responsible for developing and implementing the ERM architecture at the complex, quasi-governmental organization. Her work is critical to the proactive management of significant operational, business, emerging, and strategic risks across the Authority's extensive critical infrastructure portfolio. This encompasses major airports, seaports, tunnels, bridges, a commuter rail system, and the World Trade Center campus, each presenting its own set of interconnected risks. Merline reports the Authority's risk profile to the Board of Commissioners and works directly with a steering committee of c-suite executives to embed risk intelligence into key decision-making processes and strategic planning. She also leads and mentors a dedicated team of enterprise risk management practitioners.

Merline holds a Certified Risk Management Professional (CRMP) designation from RIMS, the Risk Management Society and a Master of Public Administration-Public Policy (MPA-PP) from the City University of NY, John Jay College. She is an active member of RIMS, where she served on the Nominating and Governance Committee from 2023 to 2025. She is also a recognized expert in her field, having been a featured speaker at global conferences, including the RIMS annual ERM conference (2023) and the AFERM annual summit (2020).

11:50 AM – 12:40 PM | Concurrent Education Breakouts (Earn up to 1 CPE)

The AI Revolution in ERM: A Double-Edged Sword - 1 CPE



Taka Ariga, Chief Artificial Intelligence Officer, Chief Data Officer, and Chief Data Scientist

Taka has over 25 years of track record delivering data-centric innovations at scale to empower organizations make evidence-based decisions. As a seasoned Chief Artificial Intelligence Officer, Chief Data Officer, and Chief Data Scientist, his executive leadership is marked by a blending of tech-savvy, risk management, and talent building to create enduring value

beyond hype cycles. He was the lead author of the Government Accountability Office's AI Accountability Framework, which applies evidence-based perspectives to the responsible implementation of AI solutions.

A sought-after speaker and writer on AI, emerging technologies, and innovation practices, Taka is also the founder of Sol Imagination, where he helps public and private sector entities use data to effectively tackle complex policy, regulatory, risk, legislative, and operational challenges. Fluent in both Japanese and Mandarin Chinese, Taka brings a global perspective to his work. Outside of his professional endeavors, he is a dedicated classical chamber musician and a competitive tennis player.



Ted Kaouk, Founder of Generative Work

Ted Kaouk is the Founder of Generative Work, an organization that helps organizations and individuals harness AI thoughtfully to achieve novel and superior outcomes while fostering human development. He is also the author of the forthcoming book *Generative Work*, which advances this mission. In addition, Ted is a Senior Fellow at the Data Foundation, where he focuses on how generative AI is reshaping the future of work.

Ted is a three-time Chief Data and AI Officer and the Founding Chair of the Federal Chief Data Officers Council, the largest organizational network of chief data officers in the world.



Andy Tiedeman, Senior Risk Manager at Capital One

With more than two decades of experience in risk management, Andy Tiedeman has built a distinguished career at the intersection of public service and private enterprise. Andy began his career by providing consulting services to federal government agencies for 15 years before bringing his expertise in house to lead enterprise risk management programs at the USDA, Treasury, and OPM. Now, as a Senior Risk Manager at Capital One, Andy leverages this extensive experience to lead Issue and Event Management within the Enterprise Risk Organization.

Andy was named the ERM Professional of the Year by the Association for Federal Enterprise Risk Management (AFERM) in 2020. Andy is an alumnus of Kenyon College (BA) and Johns Hopkins (MS), and holds industry certifications, including PMP, CGFM, and CPHIMS.

Transform Your ERM Program from Budget Burden to Strategic Asset - 1 CPE



Vlad Antikarov, Principal at Vereia Group LLC

Vladimir Antikarov is the Principal at Vereia Group LLC. With over 30 years of experience, Mr. Antikarov has served as a senior member of the corporate finance practice with the Monitor Group, now Monitor Deloitte, and as Senior Advisor to the CFO of Overseas Shipholding Group, the largest US oil tanker company. His client engagements have included work with AT&T, Merck, Lockheed Martin, Avaya, Thomson Reuters, Philips, Roche, Valle, Votorantim, Telefonica, Axel Johnson, and the World Bank (Saudi Arabia, Pakistan, Tanzania, and Yemen).

Mr. Antikarov is the author of multiple articles on finance and management. He is a co-author of the book *Real Options, Practitioners Guide*. The book has been published in six languages and was the number one business book on Amazon UK. Mr. Antikarov is cited as a thought partner in McKinsey & Company's book *Valuation: Measuring and Managing the Value of Companies*.

Mr. Antikarov has more than 3400 citations in the professional and academic literature. Mr. Antikarov is the Regional Director of the Washington DC chapter of PRMIA, the Professional Risk Managers' International Association.

Vladimir Antikarov is a Fulbright Scholar has an MBA and an ABD in Finance from Boston University.

12:45 – 1:30 PM | Lunch & Networking Breakout Rooms

1:30 – 2:20 PM | Concurrent Education Breakouts (Earn Up to 1 CPE)

Value-based Management/ ERM integration - 1 CPE



Doug Webster, Principal with TFC Consulting

The Honorable Doug Webster is a Principal with TFC Consulting. He is a retired Air Force officer with a subsequent quarter century both working in and consulting to the federal government. He has served as Director of Risk Management at USAID and Deputy Director of the DoD Business Transformation Agency. As a Senate-confirmed Presidential appointee, he has served as CFO of both the Department of Labor and the Department of Education.

He is pioneer in Enterprise Risk Management in the federal government, having introduced the topic to the White House in 2008, established the first federal interest group in ERM that same year, led the founding of the Association for Federal Enterprise Risk Management (AFERM) in 2011, and developed and taught the inaugural ERM course for George Washington University.

Dr. Webster has co-authored or co-edited four books, including Chasing Change: Building Organizational Capacity in a Turbulent Environment (2009), Managing Risk and Performance: A Guide for Government Decision Makers (2014), and Value Based Management in Government (2020). He is an elected Fellow of the National Academy of Public Administration and holds the RIMS-CRMP-FED certification.

Dan Chenok, President at the IBM Center for the Business of Government
More Information Coming Soon!



Chris Mihm

Chris Mihm is an Adjunct Professor of Public Administration and International Affairs at the Maxwell School of Citizenship and Public Affairs at Syracuse University where he teaches graduate courses on Public Administration and Democracy and Performance Management

He is the former Managing Director for Strategic Issues at the U.S. Government Accountability Office (GAO) where led GAO's work on governance, strategy, and performance issues. He also is the former Chairs of the UN Independent Audit Advisory Committee and the WHO Independent Expert Oversight Advisory Committee

Chris was a lead author of "Preparing governments for future shocks: A roadmap to resilience", a report on the Future Socks initiative, a joint project of the IBM Center for the Business of Government, the National Academy of Public Administration, and the IBM Institute for Business Values.

He is the Deputy Chair of the Governance, Audit and Compliance Committee of the Fédération Internationale de Football Association (FIFA).

Chris is a fellow and former Board Chair of the National Academy of Public Administration.

Risk as a Leadership Advantage: Empowering Executive Decision-Making and Innovation - 1 CPE



Malena Brookshire, Founder, The Brookshire Advisory Group

Malena Brookshire is a strategic finance executive and board advisor, with more than two decades of executive-level leadership that spans three independent federal agencies and start-up nonprofits, including CFO of a federal government corporation. Her leadership has been recognized nationally, in addition to being named one of the Top 25 CFOs by Finance and

Investing.

Malena specializes in aligning operations and strategy, guiding organizations during periods of significant change. She has led organizations in navigating growth, risk, and regulatory complexity to drive measurable results that withstand change and scrutiny.

Malena has established risk-based decision frameworks that guide strategic resource decisions, led enterprise-wide reform efforts that strength mission delivery and infrastructure, and steered the implementation of multimillion-dollar tech investments.

Malena is a Certified Government Financial Manager and certified Project Management Professional. Malena holds a Master of Public Administration with a focus in Public Budgeting and Finance, as well as bachelor's degrees in economics and mathematics.

2:20 – 3:10 PM | Concurrent Education Breakouts (Earn Up to 1 CPE)

From Reactive to Proactive: Leveraging Enterprise Risk Management and Technology to Transform Program Integrity - 1 CPE

Sponsored By: Deloitte



**Moderator: John Basso, Managing Director,
Deloitte**

John is a Managing Director specializing in Enterprise Risk Management and integration of ERM with other risk functions (Cyber, Internal Control, Audit, etc.) and with management functions (Strategy, Budget, etc.). He supports clients across the Civil, Federal Health, and Defense Sectors in developing and implementing risk programs. Prior to joining Deloitte, he was the Chief Risk Office and a Deputy Assistant Secretary at the Department of Veterans Affairs, responsible for VA's strategic planning, enterprise risk management, performance management, governance and portfolio analysis.



Panelist: Gary Cantrell, Specialist Leader, Deloitte

Gary Cantrell serves as a Specialist Leader at Deloitte leading program integrity solutions. He brings significant expertise in leading fraud, waste, and abuse prevention, detection and investigation in the Health Sector. Prior to joining Deloitte in 2022, Mr. Cantrell served as the Deputy Inspector General for Investigations at the Department of Health and Human Services (HHS), Office of Inspector General (OIG) for more than 10 years. In total, Mr. Cantrell served the OIG for more than 25 years in a variety of front line and leadership roles. Mr. Cantrell is the recipient of the Presidential Rank Award for Distinguished Executive in 2021, the DOJ, Health Care

Fraud Unit's Leadership Award in 2019, two Council of the Inspectors General on Integrity and Efficiency awards for Excellence in Information Technology, and numerous HHS OIG awards for excellence.



Panelist: Nadya Korobko, Manager, Deloitte

Ms. Korobko has 14+ years of experience leading risk management, process automation, internal controls, compliance, and policy development throughout DHS and DoD. She has extensive experience in risk-based planning, deficiency remediation, and ERM program maturation, including risk appetite development, risk quantification, and operationalization of risk profile. She leads design, development, and dissemination of a Palantir-enabled risk management tools that provide enterprise-wide risk context to forward-looking decision-making through LLM-based visualized analysis. She leads the Artificial Intelligence ERM initiative within Deloitte's Public Sector Cyber and Strategic Risk Offering Portfolio.



Panelist: Mike Phillip, Senior Manager, Deloitte

Mike is a Senior Manager in Deloitte & Touche LLP's Government and Public Services Advisory, Risk Intelligence practice with more than ten years of experience in ERM and business continuity work with Federal, State, and Local agencies. He has an MS in Engineering Management for Crisis, Emergency, and Risk Management from George Washington University, and a BA from Washington College in Psychology.

His experience includes supporting the development and operation of an agency's ERM program, identification and assessment of enterprise risks, development of emergency operation plans, comprehensive emergency management plans, evacuation plans, business continuity programs, media outreach plans, occupant emergency plans, antiterrorism plans, business impact analysis, and emergency management curriculum design. He also has experience serving as an Antiterrorism Officer, designing and facilitating business continuity exercises, and conducting stakeholder outreach during recovery efforts after the Deepwater Horizon oil spill.



Panelist: Chad Rahtz, Manager, Deloitte

Chad is a manager at Deloitte, with over 8 years of experience in helping clients across government drive value in risk management and infrastructure risk analysis. Prior to joining Deloitte, Chad was an agricultural economist for the U.S. Environmental Protection Agency conducting economic analyses associated with pesticide registration. He holds a

Bachelor of Arts degree from St. Lawrence University and is a Certified Risk Management Professional.

ERM 2030: Lessons From Financial Services for Federal Risk Leaders - 1 CPE



Mark Watson, World Bank Consultant (Governance, Risk and Compliance Expert)

More Information Coming Soon!

3:10 – 3:20 PM | Break

3:20 – 4:10 PM | Plenary Session

1 CPE

Eric Ueland, Deputy Director for Management, OMB

More Information Coming Soon!

4:15 – 5:00 PM | AFERM Awards Ceremony

Individual Awards

Organizational Awards

5:00 – 5:15 PM | AFERM Membership Approval of the 2026 Board of Directors and Closing Comments



Dr. Karen Hardy, AFERM 2025 President

Dr. Karen Hardy is the Principal and Chief Risk Officer of Strategic Leadership Advisors LLC and a 2023 inducted Fellow of the National Academy of Public Administration (NAPA). She is an adjunct faculty of the GMU School of Business CRO Program. As the former deputy CRO at the US Department of Commerce and ERM leader at the National Institutes of Health, during her federal career, Dr. Hardy has collectively led the development of ERM practices across 39 public organizations. At Commerce, a multi-billion-dollar cabinet-level agency, she designed and led ERM across 12 bureaus from the ground up, impacting 47,000 employees. Her program and operation were cited by GAO as a leading practice across government, which included NOAA, recipient of the AFERM Luminary Award.

As a founding Board Vice President of the Association of Federal Enterprise Risk Management, Dr. Hardy received the Risk Management Hall of Fame Award in 2017. She continues to serve as a senior advisor for numerous agencies, boards, and NGOs, nationally and internationally. Dr. Hardy is a graduate of the Federal Executive Institute and recipient of two Bronze Medal Awards and holds a doctorate in Organizational Leadership and Human Resource Development.

Wednesday, Oct. 22

8:30 – 8:45 AM | Welcome & Opening Comments



Dr. Karen Hardy, AFERM 2025 President

Dr. Karen Hardy is the Principal and Chief Risk Officer of Strategic Leadership Advisors LLC and a 2023 inducted Fellow of the National Academy of Public Administration (NAPA). She is an adjunct faculty of the GMU School of Business CRO Program. As the former deputy CRO at the US Department of Commerce and ERM leader at the National Institutes of Health, during her federal career, Dr. Hardy has collectively led the development of ERM practices across 39 public organizations. At Commerce, a multi-billion-dollar cabinet-level agency, she designed and led ERM across 12 bureaus from the ground up, impacting 47,000 employees. Her program and operation were cited by GAO as a leading practice across government, which included NOAA, recipient of the AFERM Luminary Award.

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8:45 – 9:45 AM | Plenary Session

Preparing for the Future by Reflecting on the Past: A Look at the IRS's Experience with Enterprise Risk Management - 1 CPE

Sponsored By: KPMG



Danny Werfel, 50th Commissioner of the Internal Revenue Service (IRS)

Danny Werfel served as the 50th Commissioner of the Internal Revenue Service (IRS). As Commissioner, he presided over the nation's tax system, which collects approximately \$4.1 trillion in tax revenue each year representing about 96% of the total gross receipts of the United States. While Commissioner, he spearheaded a dramatic transformation of the IRS, achieving significant improvements across all dimensions of the operation, including an unprecedented hiring surge, the launch of more digital solutions in a two-year period than the previous 20 combined, and deploying targeted management interventions to reach historic high-watermarks on key performance indicators, such as customer service, transaction processing timelines, and increased receipts.

Danny has an extensive range of experience inside and outside of government. Prior to becoming Commissioner, he was the global leader of Boston Consulting Group's (BCG) Public Sector practice, where he worked with government agencies worldwide on finances, service delivery, transformation plans and risk-assessment initiatives. Before joining BCG in 2014, Danny served in the federal government for more than 15 years, including seven months as Acting Commissioner of the IRS from May to December 2013.

Prior to his appointment as Acting Commissioner, he was Controller of the Office of Management and Budget (OMB), where he led efforts across the federal government to improve program integrity, including all areas of financial management, financial reporting, accounting standards, improper payments and financial systems, among others. While serving as Controller, he was elevated to Acting Deputy Director for Management, overseeing government-wide efforts in procurement, information technology, personnel policy, and performance management.

Danny holds a Master's Degree in Public Policy from Duke University, a Juris Doctor from the University of North Carolina at Chapel Hill and a Bachelor's Degree in Industrial and Labor Relations from Cornell University.



David Fisher, Retired Government Executive

David Fisher is a retired government executive who spent nearly ten years in Federal service as part of his overall lengthy career in business transformation. He served as the first Chief Risk Officer of the Internal Revenue Service in 2013, leading the initial establishment of Enterprise Risk Management at the IRS. Additional government roles included the Chief Financial Officer / Chief Administrative Officer at the Government Accountability Office, and the Director of the Business Transformation Agency at the Department of Defense. After leaving the Federal service, Mr. Fisher continued his support for the Federal ERM Community as the leader of the Public Sector Risk Management Practice at PwC / Guidehouse, where he supported several Federal agencies implement and mature their ERM programs, aligning risk management capabilities with agency strategic imperatives.

Mr. Fisher has reinvented himself a couple of times through the course of his career. For the past decade he has been researching American Presidents for his series, Presidential Chronicles. Thus far, his journey through the lives of U.S. Presidents, has resulted in 33 presidential biographies (Washington through Eisenhower), with more on the way. He also has a companion video series on YouTube. Prior to getting his MBA, Mr. Fisher spent nearly a decade as a radio sports play-by-play announcer and talk show host.

Mr. Fisher graduated with Distinction from Stanford University with a degree in Communication in 1987. He received his MBA from the Leavey School of Business and Administration at Santa Clara University in 1998, where he received the Dean's Award for Scholarship, the top academic recognition for his graduating class.



Mike Wetklow, Faculty Instructor at George Mason University

Mike Wetklow is a seasoned internal control and risk management professional with over three decades of public service experience, including 17 years as a federal senior executive. His career spans significant roles in financial management and auditing at the GAO, KPMG, and the Maryland Legislative Auditor's Office. He was instrumental in establishing internal controls for the Department of Homeland Security (DHS) after 9/11, contributing to its first clean audit, and he helped create the federal government's inaugural Enterprise Risk Management framework at the Office of Management and Budget (OMB). His experience extends to fintech initiatives at the National Science Foundation (NSF) and overseeing the risk portfolio as Chief Risk Officer for the Internal Revenue Service (IRS). After serving for over two years as an adjunct

professor, he is now leveraging his expertise to shape the future of the accounting profession by training the next generation of accounting professionals as a Faculty Instructor at George Mason University.



Tom Brandt, Chief Risk Officer (CRO) and Director of Planning and Risk for the Federal Retirement Thrift Investment Board (FRTIB)

Tom Brandt is a risk management practitioner and senior executive in the federal government. With three decades of federal service, he is currently the Chief Risk Officer (CRO) and Director of Planning and Risk for the Federal Retirement Thrift Investment Board (FRTIB). He previously served as CRO for the Internal Revenue Service (IRS). He is a fellow with the National Academy of Public Administration, a past president of the Association for Federal Enterprise Risk Management (AFERM) and also served as chair of the OECD Forum on Tax Administration's ERM Community of Interest from 2018–2021. In November 2021, the IRS's Enterprise Risk Management Program was awarded by RIMS (The Risk Management Society) their 2021 Global ERM Award of Distinction. In November 2024, the FRTIB was also recognized with the same award. In November 2024, Tom received the ERM Hall of Fame Award from AFERM in recognition of longstanding efforts to advance the practice of ERM in the U.S. Federal government.

9:50 – 10:15 AM | Session

Making ERM Matter More with the Power of Risk Analytics – 0.5 CPE

Sponsored By: Diligent



Jason Venner, Solution Sales Director, Diligent

Jason is a Solutions Sales Director and subject matter expert for Diligent, where he helps customers learn how they can mature and strengthen their Enterprise and operational risk, internal controls, IT risk and compliance, and audit capabilities using the integrated analytics and automation of the Diligent One platform. Prior to joining Diligent, Jason spent 23 years as a practitioner in audit, risk, and compliance functions in the public and transportation sectors, including several leadership roles. He started his career working with some of the most complex organizations in the world, the defense and national security agencies of the U.S. government. He then moved to the transportation sector,

working at working at Amtrak and Metro in Washington DC, and he has also worked for public accounting and consulting firms.



Katja Freeman, Solution Sales Director, Diligent

SME for audit risk, and compliance has extensive domain experience specifically in public sector auditing. Katja has been with Diligent for the past four years providing thought leadership, product collaboration, content and business development. Katja worked in state and local government and was last in the position of audit director with the City and County of Denver. She was also a chair of the professional issues committee of the Association of Local Government Auditors.



Paul Gass, Senior Regional Sales Director, Diligent

Paul joined the Diligent team to support the DoD's efforts to improve audit, risk, and compliance management through modern automation, data analytics, and governance. Prior to Diligent, Paul served as a CTO for a consulting firm. He spent more than 20 years as a leader within the DoD and Federal government. As an SES, Paul served as the CFO, an Operations Executive, and the CIO at the Defense Finance and Accounting Service supporting audit, internal controls, data analytics, AI/ML, automation, system modernization, financial reporting, cybersecurity, and process improvements for finance and accounting operations across the globe. Paul's experience across finance, operations, and IT allow for wide perspective of governance, risk, and compliance efforts.

10:15 – 10:30 AM | Break – G.E.H.A Presentation

10:30 – 11:20 AM | Concurrent Education

Breakouts (Earn Up to 1 CPE)

Policy Disruption and Federal Risk: Navigating Executive Orders and the One Big Beautiful Bill - 1 CPE

Sponsored By: Crowe



Sam Twyman, Finance and Compliance Consulting Senior Manager, Crowe

Mr. Twyman is a seasoned audit and risk management professional with 17 years of experience working within and alongside the public sector. His career has been dedicated to enhancing financial oversight, regulatory compliance, and enterprise risk management, ensuring that public organizations operate with transparency and accountability. Throughout his journey, he has held key positions in both government oversight and the private sector, bringing a well-rounded perspective to financial and risk management disciplines.

For the past eight years, Mr. Twyman has been a senior manager in Crowe LLP's Consulting business unit, specializing in public sector regulatory compliance and risk management. In this role, he works closely with organizations that receive federal funding, providing critical support in grants management, enterprise risk management, performance auditing, and compliance assessments. His responsibilities include leading multi-disciplinary teams, advising on complex regulatory requirements, and helping clients mitigate financial and operational risks. His expertise extends to developing strategies that enhance financial governance, streamline compliance efforts, and strengthen internal control frameworks for government agencies and federally funded entities. In addition to his client-facing responsibilities, he has been an active contributor to the AGA/AFERM ERM Workshop Summary Report since 2020 and has served as the chair of the Breakout Session committee for the AFERM Summit in both 2023 and 2024.

In recognition of his leadership and expertise, Mr. Twyman was elected as the Vice President of Finance for the Association of Federal Enterprise Risk Management (AFERM). In this capacity, he plays a pivotal role in supporting AFERM's mission to advance enterprise risk management practices across the federal landscape. His work within the association focuses on financial stewardship, fostering collaboration among risk management professionals, and driving initiatives that enhance risk-informed decision-making within government agencies.



Natalie Bulger, CEO NC Bulger Solutions, LLC and Former VHA Director of Risk Management

Natalie Bulger is the former Director of Risk Management and Acting Chief Compliance and Integrity Officer for the Veterans Health Administration, where she led enterprise risk management, compliance and integrity, and regulatory functions for more than 170 medical centers nationwide. Most recently, she diversified her career by launching her own LLC, leveraging over 15 years in healthcare executive leadership to support a wide range of future endeavors from consulting, to coaching and even a podcast. She initially honed her career at The Children's Institute of Pittsburgh, where she built and matured the organization's compliance, risk, and regulatory programs over seven years. She holds a Bachelor's Degree in Social Work and a Master's Degree in Health Administration, both from the University of Pittsburgh, is a Lean Six Sigma Green Belt, Certified in Healthcare Compliance, and a Fellow of the American College of Healthcare Executives. Natalie lives in Indiana, PA, with her husband, and is deeply involved in local animal welfare organizations



Bill Dykstra, Senior Manager, Crowe

Bill Dykstra is a Certified Internal Auditor (CIA) with a Certification in Risk Management Assurance (CRMA) who, for over 24 years, has provided internal audit and risk consulting services to state and local government agencies, public utilities, public transit authorities, public and private educational institutions, and various not-for-profit organizations. Currently, Mr. Dykstra is a Senior Manager in Crowe LLP's Public Sector Internal Audit practice where he has worked for the past nine years.

ERM in State and Local Government: A Year in Review and the Future of ERM - 1 CPE



Mel Thomson, Risk Manager, Valley Metro

Mel Thomson recently joined Valley Metro to establish the risk management program. This involves developing traditional risk as well as enterprise risk management. She is working closely the Board of Directors who comprise of nineteen cities to establish their risk appetite, tolerances, frameworks, and risk process to identify, assess, mitigate, and prioritize cross-cutting risks. In addition, she is linking strategic planning with the enterprise's portfolio view of risks and traditional risk's total cost of risk (TCOR) to provide better tools for risk informed decision-making. Staff and cross functional teams are engaged and collaborate in the process to mitigate threats and to capture opportunities for risk optimization.



Kendrick Lewis, Senior Administrative & ERM Division Manager, Hennepin County, Minnesota

Kendrick Lewis has worked for Hennepin County, the largest population county in Minnesota, for 25 years. He originated the ERM program eight years ago. He leads an executive risk committee made up of the Hennepin's County Administrator, COO, CIO, CFO, County Attorney Civil Division Chief, Emergency Management Director, and Strategy Director. He also leads a committee of those managing risk as their day-to-day work including IT risk, insurance, compliance, internal audit, workers compensation and safety, and security. He has developed training and educates staff on risk management practices.

Ken leads an enterprise-wide strategic risk identification, assessment, mitigation, response, and monitoring process. He is the Midwest Regional representative on the AFERM State and Local Outreach Committee and facilitates the AFERM State and Local At-Large Group. He enjoys conversations with others leading ERM in the public sector to help build a network of practitioners



Grace Crickette, Vice President for Finance and Administration, CFO and Treasurer, University of Redlands, Redlands, California

Grace Crickette '88, a proud Bulldog alumna, joined the University of Redlands in February 2023 as the Vice President for Finance and Administration and Chief Financial Officer. In this role, she oversees the planning, development, implementation, and maintenance of the University's administrative and financial departments. She also plays a significant role in shaping the institution's financial stability and overall effectiveness throughout the implementation of Redlands' new strategic plan.

Grace holds professional designations in the areas of IT Governance, Internal Audit, Risk Management, Human Resources, Safety, Compliance, and Claims (CGEIT, CCSA, ARM, SHRM-SPC, SPHR, OSHA30, CCEP-I, CASA).

She looks forward to working with the Human Resources team in supporting the day-to-day services that they deliver to the campus and exploring potential new initiatives that bring a deeper focus to employee wellbeing and the delivery of health care. For the University of California System (UC), Grace launched numerous innovation programs leading to the building of first self-funded Health Plan – UCCare and reforming Student Health Services.

11:20 AM – 12:10 PM | Concurrent Education Breakouts (Earn Up to 1 CPE)

From Fragile to Future-Ready - 1 CPE



Margaret Graves, former Federal Deputy Chief Information Officer

Margie Graves is the former Federal Deputy Chief Information Officer. In this federal-wide role, she worked to improve the way Government delivers results and technology services to the public. She led the Office of the Federal Chief Information Officer efforts to drive value in Federal IT, deliver digital services, protect Federal IT assets and information through cybersecurity,

and develop the next generation IT workforce. She also drove elements of the President's Management Agenda; IT Modernization, Data as a Strategic Asset and Workforce of the 21st Century.

Prior to her role as Federal Deputy CIO, Margie served as the Deputy CIO at the U.S. Department of Homeland Security (DHS). She was one of the original "plank holders" of DHS and helped to stand up the agency after the devastating events of 9-11. As the DHS Deputy CIO, she had oversight of an IT portfolio of \$5.4 billion in programs. In addition, she managed the operations of the Office of the Chief Information Officer, covering the functional areas of Emerging Technology, Enterprise Architecture, Data Strategy, Cybersecurity, Infrastructure Operations, Budget, and Acquisition.

Prior to her selection as DHS Deputy CIO, she was the Executive Director of the Enterprise Business Management Office within the DHS Office of the CIO. She developed and executed IT Portfolio strategies in alignment with the DHS mission. She also served as the Deputy Program Manager for the DHS Border and Transportation Security IT Integration Program which established the operational foundation and roadmap for consolidating and securing segments of the DHS application portfolio, data architecture and IT infrastructure.

Integrating Your ERM Knowledge Capital to be Resilient and Succession Plan Ready - 1 CPE

Sponsored By: TFC Consulting



Brad Grams, Regional Environmental Program Manager in the U.S. Federal Aviation Administration's Great Lakes Region

Bradley (Brad) Grams is focused on cross-governmental environmental, social, and governance (ESG) and Enterprise Risk Management (ERM) policy development within the infrastructure space, with a career crossing the U.S.

Departments of Energy and Transportation, and the Environmental Protection Agency. Brad currently is a Regional Environmental Program Manager in the U.S. Federal Aviation Administration's Great Lakes Region, where they are responsible for energy, environment, resilience, sustainability, and ESG and ERM solutions for airports and their partners. Prior to their current role, they were the Acting Director of Planning at the Environmental Protection Agency, leading the Agency's strategy, ERM, and evidence and evaluation units. They also held other senior roles at the Agency, including Principal White House Liaison for

Environmental Protection Budgeting, and Chief of Staff for Chemical and Waste Risk Management under the inter-governmental Great Lakes Restoration Initiative (GLRI). Prior to the EPA, they worked at the Department of Energy, leading a team focused on air pollution risk management in Chicagoland. Outside of their government work, Brad is an Adjunct Lecturer at Northwestern University, teaching on strategy, ESG, ERM, and program evaluation methods, and co-leads the institution's Affinity Leaders and Learners Mentoring Program.

They also mentor students pursuing climate, environmental, energy, sustainability, and policy careers at the Clean Energy Leadership Institute, where they were a 2021 Fellow, and The University of Chicago, Princeton University, Harvard University, and Yale University. They hold degrees in Chemistry and Environmental Studies, both from the University of Chicago (AB/SB, 2005), a Master of Public Policy and Administration (MPP/MPA) degree from Northwestern University (2017), and certificates in executive leadership for sustainability (2021/2022) and equitable clean energy development and finance (2023 and 2024) from Harvard University and Yale University, respectively.



Grace Crickette, Vice President for Finance and Administration, CFO and Treasurer, University of Redlands, Redlands, California

Grace Crickette '88, a proud Bulldog alumna, joined the University of Redlands in February 2023 as the Vice President for Finance and Administration and Chief Financial Officer. In this role, she oversees the planning, development, implementation, and maintenance of the University's administrative and financial departments. She also plays a significant role in shaping the institution's financial stability and overall effectiveness throughout the implementation of Redlands' new strategic plan.

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Doug Webster, Principal with TFC Consulting

The Honorable Doug Webster is a Principal with TFC Consulting. He is a retired Air Force officer with a subsequent quarter century both working in and consulting to the federal government. He has served as Director of Risk Management at USAID and Deputy Director of the DoD Business Transformation Agency. As a Senate-confirmed Presidential appointee, he has served as CFO of both the Department of Labor and the Department of Education.

He is pioneer in Enterprise Risk Management in the federal government, having introduced the topic to the White House in 2008, established the first federal interest group in ERM that same year, led the founding of the Association for Federal Enterprise Risk Management (AFERM) in 2011, and developed and taught the inaugural ERM course for George Washington University.

Dr. Webster has co-authored or co-edited four books, including Chasing Change: Building Organizational Capacity in a Turbulent Environment (2009), Managing Risk and Performance: A Guide for Government Decision Makers (2014), and Value Based Management in Government (2020). He is an elected Fellow of the National Academy of Public Administration and holds the RIMS-CRMP-FED certification.

12:15 – 1:00 PM | Lunch and Networking Breakout Rooms

1:00 – 1:50 PM | Concurrent Education Breakouts (Earn Up To 1 CPE)

**The Role of ERM in Supporting Safe and Secure Elections (State/Local) -
1 CPE**



Kendrick Lewis, Senior Administrative & ERM Division Manager, Hennepin County, Minnesota

Kendrick Lewis has worked for Hennepin County, the largest population county in Minnesota, for 25 years. He originated the ERM program eight years ago. He leads an executive risk committee made up of the Hennepin's County Administrator, COO, CIO, CFO, County Attorney Civil Division Chief, Emergency Management Director, and Strategy Director. He also leads a committee of those managing risk as their day-to-day work including IT risk, insurance, compliance, internal audit, workers compensation and safety, and security. He has developed training and educates staff on risk management practices.

Ken leads an enterprise-wide strategic risk identification, assessment, mitigation, response, and monitoring process. He is the Midwest Regional representative on the AFERM State and Local Outreach Committee and facilitates the AFERM State and Local At-Large Group. He enjoys conversations with others leading ERM in the public sector to help build a network of practitioners



Kristin Sepeta, Strategic & Admin Manager for Hennepin County Elections

Kristin brings 15 years of experience at Hennepin County Elections, where she leads strategic and security initiatives including risk assessments, emergency planning, and response coordination. Her work focuses on strengthening election security and resiliency.



Mollie Casey, Senior Federal ERM Advisor

Mollie Casey is a senior advisor to government and commercial clients, specializing in designing, building, implementing, and maturing Enterprise Risk Management (ERM) programs. Her focus on aligning ERM with organizational strategy enables clients to continually enhance adaptability, agility, and resilience. She most recently designed and implemented the ERM program for the Cybersecurity and Infrastructure Security Agency (CISA), partnering with the Agency to establish governance, and an ERM framework for identifying, analyzing, managing, continuously monitoring, and reporting top risks to senior leadership. Previously, Mollie spent 10+ years as a management consultant with Deloitte, PwC, and EY, assisting Fortune 500 clients operationalize ERM frameworks that drive risk-informed strategic decisions.

She developed an innovative automated early warning mechanism to detect emerging risks and is recognized as an ERM influencer with over 1,000 followers. Her insights are widely sought and valued in the ERM space. Outside of work, she enjoys pickleball, Pilates, and spending time with her pups.

Managing an Increasingly Complex Risk Landscape with a High Performance ERM Program - 1 CPE



Chris Mandel, President and Managing Consultant for Excellence in Risk Management, LLC

Christopher E. Mandel is President and Managing Consultant for Excellence in Risk Management, LLC an independent risk consultancy founded in Texas in 2004. He is also Assistant Professor teaching risk and ERM in the World-wide College of Business at Embry-Riddle Aeronautical University and is. He was the SVP, Strategic Solutions for Sedgwick and the Founding Director of the Sedgwick Institute. Chris has more than 30 years of executive experience in insurance and large global corporate risk management. As cro at USAA, he pioneered the development of the ERM strategy, where S&P rated USAA as “excellent” and a “leader in ERM” for five consecutive years during his tenure. His career included leadership roles at Liberty Mutual, Marsh, Verizon, American National Red Cross and PepsiCo.

He was named Risk Manager of the Year – 2004, by Business Insurance and RIMS for whom he served as President and 7year board member. RIMS awarded Mr. Mandel with its lifetime achievement award (Goodell) in 2016 and finally in 2008 he was voted in as a member of Risk Who’s Who (RWW). He is recognized by his peers as a thought leader in ERM and related disciplines. He teaches and writes for various organizations including RIMS, George Mason University, the National Alliance and ICCIE. Mr. Mandel has numerous certifications and designations including CPCU, ARME, RIMS-CRMP, AIC and holds an MBA in Finance from George Mason University.



Soubhagya Parija, Chief Risk Officer at FirstEnergy Corp

Soubhagya has decades of risk, compliance, and governance experience and is a former board member of the Risk & Insurance Management Society (RIMS), a global risk management organization. He has been in a Chief Risk Officer role for over 7 years – first with New York Power Authority and currently, with FirstEnergy Corp., a fortune 500 utility with territories spanning across 5 states.

Soubhagya's experience in leading risk management programs spans across industry sectors such as energy and retail, in public and private sector as well as in both small and large companies in the USA. He is also an adjunct professor at both George Mason and Columbia Universities.

Previously, Soubhagya led risk strategy for Walmart, where he built and implemented an enterprise-wide regulatory compliance risk management for the company's international division. He also led enterprise risk management at the Ohio-based Signet Jewelers, the world's largest specialty jewelry retailer, where he designed and built an enterprise-risk management program from the ground up. At Duke Energy, he served as director, enterprise risk and portfolio analysis, working his way up after being recruited as a management trainee.

Soubhagya graduated from Jawaharlal Nehru University in India with a master's degree in Economics. He received his Master of Business Administration and Finance from the Kelley School of Business at Indiana University. Most recently, he also completed the Harvard Business Analytics Program from Harvard University.

1:50 – 2:40 PM | Concurrent Education Breakouts (Earn Up To 1 CPE)

The ERM Evolution: Cross-Sector Perspectives and Strategies for Driving Value - 1 CPE

Sponsored By: Deloitte



Moderator: Cynthia Vitters, Managing Director, Deloitte

Cynthia Vitters is a Managing Director in Deloitte's Federal Advisory - Strategic Risk practice. She is a former federal executive who has over twenty years of federal enterprise risk and financial management experience with over ten years in a management capacity. During her federal career she worked with the U.S. Department of Education and the Office of Management and Budget. She is considered a pioneer and influential leader in federal enterprise risk management with extensive technical expertise in the areas of program development and implementation as well as policy development, technical writing, training and teaching.



Panelist: Lawrence Zacarese, VP for Enterprise Risk Management and Chief Security Officer, Stony Brook University

Lawrence M. Zacarese is the Vice President for Enterprise Risk Management and Chief Security Officer (CSO) at Stony Brook University. He has nearly 30 years of experience in the public and private sector overseeing and managing multiple law enforcement, emergency management, emergency medical services, and public safety organizations. In his role, Zacarese provides leadership, expertise, and strategic guidance to the Stony Brook community on emergency management and business continuity, environmental health and safety, risk management, and public safety.

Zacarese is a licensed attorney and holds a JD from Touro College Law Center, as well as an MPA (Inspector General) and a BA in Forensic Psychology from the John Jay College of Criminal Justice. In addition, he holds a Post-Graduate Certificate in Global Security and Terrorism Studies from Fairleigh Dickinson University, a Post-Graduate Certificate in Criminal Justice Education from the University of Virginia, and a New York State Paramedic Certificate from Stony Brook University.

Zacarese is a graduate of the Harvard Kennedy School Senior Executives in National and International Security program, the 246th session of the FBI National Academy and the FBI Mid-Atlantic Law Enforcement Executive Development Seminar at Princeton University. He is a nationally recognized speaker, contributing columnist, and law enforcement subject matter expert and maintains an adjunct faculty position in the Graduate School of

Professional Development at Stony Brook where he teaches Crisis Management and Legal Issues in Higher Education.

Mission-Critical Alignment: Bridging Strategic Planning and Enterprise Risk Management for Mission Success - 1 CPE



Moderator: Noha Gaber, AFERM Summit 2025 Committee Chair & Federal Strategy and ERM Leader

Dr. Noha Gaber is a public sector leader with over 20 years of experience driving transformational change across federal agencies. Throughout her career, she has held senior leadership positions in five U.S. federal agencies: the Environmental Protection Agency, the National Oceanic and Atmospheric Administration, the Architect of the Capitol, the Economic Development Administration, and the White House Office of Management and Budget. Dr. Gaber specializes in strategic planning and executing initiatives that deliver measurable improvements in organizational effectiveness and excellence. Most recently, she served as EPA's first Chief Risk Officer (Interim), where she developed the agency's comprehensive enterprise risk management strategy and framework. In this role, she secured leadership buy-in and successfully designed governance structures with a focus on integrating risk management with strategic planning and performance management.

Previously, as EDA's inaugural Chief Strategy Officer, Dr. Gaber led an inclusive strategic planning process and developed the agency's first strategic plan during a period of expanded mandate. She defined and implemented strategy management governance

structures while overseeing strategic initiatives to advance organizational goals and strengthen institutional effectiveness.

Beyond her agency roles, Dr. Gaber has demonstrated leadership in government-wide improvement efforts, including chairing the Federal Improvement Team and the Task Force on Assessing and Improving Management Quality in Federal Agencies. She has also served on the White House Advisory Group for Senior Executive Service Reform. Dr. Gaber holds a Ph.D. and B.Eng. in Environmental Engineering from the University of Southampton, England, and is certified as a Risk Management Professional with Federal Micro-credential (RIMS-CRMP-FED).



Panelist: Kyle Bianco, Senior Manager of Enterprise Risk Management at the Tennessee Valley Authority (TVA)

Kyle Bianco is the Senior Manager of Enterprise Risk Management at the Tennessee Valley Authority (TVA), where he leads enterprise-wide efforts to incorporate risk into decision-making in support of TVA's mission to deliver affordable, reliable energy, promote natural resource stewardship, and foster economic development across the Tennessee Valley. Over his 14-year career in the public power industry, Kyle has held leadership roles in TVA's Nuclear organization, Operations Business Planning, and Enterprise Risk Management, developing extensive expertise in risk, strategy, and utility operations.

Under Kyle's leadership, TVA's ERM program received the 2024 RIMS Global ERM Award of Distinction from the Risk and Insurance Management Society.

Kyle holds dual undergraduate degrees in Earth & Environmental Science and Political Science from Furman University, as well as a Master of Science in Engineering and Construction Management and an MBA from the University of Tennessee at Chattanooga.



Panelist: Karen Weber, Deputy Chief Risk Officer and Director of Enterprise Strategy, Performance and Risk in the Office of Strategy, Planning, and Performance Improvement at the Department of the Treasury

Karen Weber is the Deputy Chief Risk Officer and Director of Enterprise Strategy, Performance and Risk in the Office of Strategy, Planning, and Performance Improvement at the Department of the Treasury where she is responsible for agency strategic planning, performance, critical program and project oversight, and enterprise risk management. She was one of the lead drafters of Playbook: Enterprise Risk Management for the U.S. Federal Government, chaired the working group to update the Playbook, and chairs the ERM Community of Practice.

Karen holds a Master of Public Administration from the George Washington University and a BA in Economics and Political Science from Dickinson College. She has earned the Risk and Insurance Management Society (RIMS) Certified Risk Management Professional credential and Federal micro-credential. She has also earned the COSO ERM certification. She has also authored a chapter on the development of Treasury's ERM program in Public Sector Enterprise Risk Management: Advancing Beyond the Basics. She was named ERM Leader of the Year by the Association for Federal Enterprise Risk Management in October 2019.

2:40 – 3:00 PM | Break

3:00 – 3:40 PM | Concurrent Education Breakouts (Earn Up To 1 CPE)

OIG Panel - 1 CPE



**Wilmer Graham, CPA, Former Chief Risk Officer,
U.S. Department of Housing and Urban
Development Retired Federal Executive |
Strategic Risk Leader | Advocate for the Next
Generation**

With over 30 years of federal service—20 of those in executive leadership—Wilmer J. Graham is a trailblazer in public sector strategy, performance, and risk. As the Chief Risk Officer at the U.S. Department of Housing and Urban Development (2021–2025), she led HUD’s enterprise and fraud risk management programs, shaping the Department’s approach to prioritizing mission-critical risks in technology, procurement, workforce, and operations. Her leadership enabled smarter decision-making and more strategic use of federal resources.

Wilmer’s impact extends beyond a single agency. During her federal tenure, she held executive roles at the Pension Benefit Guaranty Corporation, drove major initiatives under the White House Office of Management and Budget to improve government-wide performance, and spearheaded cross-agency collaboration to tackle payment accuracy and customer experience challenges.

A certified public accountant and an alumna of the University of North Carolina at Charlotte, Wilmer also completed executive education at the University of Michigan and the Federal Executive Institute. Throughout her career, she has championed future leaders through programs with AFERM, AGA, AAFEA, the Excellence in Government Program, and Hispanic-Serving Institutions.

Wilmer brings a seasoned, strategic voice to the future of enterprise risk management—one rooted in real-world experience, shaped by decades of cross-sector collaboration, and driven by a belief that the future of ERM is not only possible—it’s mission critical.



George Scott, CFE

Scott has extensive experience in federal oversight, program integrity, and fraud risk management in the public sector. Most recently, Scott was a Partner at Audient Group. Prior to that he was the Acting Inspector General at NASA after serving as the Deputy Inspector General. Scott also held senior executive roles at the Government Accountability Office (GAO) and the Pandemic Response Accountability Committee, where he served as Interim Executive Director. During his 30-plus year career at GAO, Scott led the Homeland Security and Justice team, and oversaw audits across education, labor, pension, and workforce issues. Scott has testified numerous times before Congress, been featured on 60 Minutes, and presented at a range of conferences and training events.



Rae Oliver Davis, Founder of The Virago Group

The Honorable Rae Oliver Davis is a distinguished former government official with over two decades of experience in public service, oversight, and strategic leadership. She served as the Inspector General for the U.S. Department of Housing and Urban Development (HUD) from 2019 to 2025, leading a team of more than 540 oversight professionals.

During her tenure, she collaborated with HUD's Chief Financial Officer, resulting in the department receiving its first unqualified audit opinion since 2012. Davis also influenced HUD leadership to address over 67% of open Inspector General recommendations that tackled critical management challenges in information technology, human capital, and housing conditions.

Furthermore, she led efforts to provide innovative fraud risk management during the pandemic, addressing billions of dollars in pandemic relief. Under her leadership, significant settlements were achieved in sexual harassment cases involving housing, totaling \$5.6 million in damages for 104 victims, including the largest settlements of their kind in the history of the Department of Justice.

Additionally, Davis partnered with the Department of Justice to file the largest number of federal bribery charges in a single day in DOJ history, charging 70 former and current employees of the New York City Housing Authority with bribery and extortion. She also chaired the Professional Development Committee for the Council of the Inspectors General

on Integrity and Efficiency (CIGIE) and served as a member of the Pandemic Response Accountability Committee (PRAC).

Ms. Oliver Davis is the founder of The Virago Group, a company that specializes in government affairs, strategic communication, fraud risk management, and culturally sensitive investigations.

The Evolving World of ERM for Airports- 1 CPE



Catrina Gilbert, VP ERM at Dallas Ft Worth International Airport

Catrina serves as the Vice President of Risk Management for Dallas Fort Worth International Airport. She leads the planning and the execution of enterprise-wide Risk Management programs that affect DFW's Strategic Plan. Catrina is responsible for the implementation of a consistent framework for addressing risks, designing

interventions and transfers of risk, managing insurance programs, overseeing the Airport's Rolling Owner Controlled Insurance Program (ROCIP) for capital development projects, and implementing safety programs focused on prevention. She also manages the risk-related emergency response and business continuity plans and collaborates with stakeholder departments to design and implement customized programs.

Catrina is an active member of several industry organizations, including Airports Council International (ACI), serving as the Risk Management Committee Chair and DFW RIMS Board of Directors – Education Committee Chair. She is a certified International Airport Professional (IAP) and Airport Executive Leadership Program (AELP) graduate.

3:55 – 4:45 PM | Plenary Session

Mission Possible: Pioneering the Next Generation of Federal ERM

Excellence - 1 CPE

Sponsored By: RMA Associates



James Lam, President of James Lam & Associates

James C. Lam is a risk management consultant, board director, and former chief risk officer. He is President of James Lam & Associates, a risk management consulting firm that serves clients across all industry sectors. In partnership with the Risk Management and Insurance Society, the Firm recently launched the RIMS-CRO Certificate Program in Advanced Enterprise Risk Management. James also serves as an independent director and risk committee chair of Blackrock iShares Funds and an independent director of the FAIR Institute. His board experience includes eight public, private, bank, fund, and start-up technology companies. Previously, James served as a board director and chair of the risk oversight committee of E*TRADE Financial and E*TRADE Bank. He also served as chief risk officer of Fidelity Investments, president of ERisk, and partner of Oliver Wyman.

James is the author of *Enterprise Risk Management* (Wiley, 2003; second edition, 2014) and *Implementing Enterprise Risk Management* (Wiley, 2017). He has been recognized in the Directorship 100 by the National Association of Corporate Directors, Lifetime Achievement Award by Shared Assessments, Risk Manager of the Year by the Global Association of Risk Professionals, and “100 Most Influential People in Finance” by Treasury & Risk Management magazine.

4:45 – 5:00 PM | Closing Comments



Dr. Noha Gaber, AFERM Summit 2025 Committee Chair

Dr. Noha Gaber is a public sector leader with over 20 years of experience driving transformational change across federal agencies. Throughout her career, she has held senior leadership positions in five U.S. federal agencies: the Environmental Protection Agency, the National Oceanic and Atmospheric Administration, the Architect of the Capitol, the Economic Development Administration, and the White House Office of Management and Budget. Dr. Gaber specializes in strategic planning and executing initiatives that deliver measurable improvements in organizational effectiveness and excellence. Most recently, she served as EPA's first Chief Risk Officer (Interim), where she developed the agency's comprehensive enterprise risk management strategy and framework. In this role, she secured leadership

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